

# **Creek Restoration and Water Quality Improvement Program**

## **PUBLIC EDUCATION PLAN**

**Prepared for the  
City of Santa Barbara Creeks Program**

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***Prepared by O'Rourke, Inc.***  
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## EXECUTIVE SUMMARY

The city of Santa Barbara commissioned O’Rorke, Inc. to develop a comprehensive public education plan to raise awareness of water quality issues in local creeks and oceanfront and to promote behavior change among individuals and business.

O’Rorke reviewed a wide range of information provided by city staff and partner organizations. This information-gathering stage was followed by intensive one-on-one interviews and small group meetings conducted by O’Rorke that included representatives from the environmental community, the business community, the Latino community, local government, and environmental education. Goals and objectives were crafted based on information collected and an analysis of a public awareness survey commissioned by the city in spring, 2002; O’Rorke then identified target audiences, developed messages and tactics for reaching them, and recommended evaluation strategies and sample budgets.

### Background

In November 2000, the city’s voters approved Measure B, an increase in the transient occupancy tax rate from 10% to 12% effective January 2001. All proceeds from the tax increase are restricted to use in the newly created Creeks Restoration and Water Quality Improvement Program. The purpose of the program is to improve creek and ocean water quality at city beaches and restore natural creek environments. Public education is a significant part of this effort.

This public education plan will build on the foundation of past efforts by the city, the county, and numerous other organizations. A sampling—by no means a comprehensive listing—of significant past participants includes the city’s Creeks Program , Project Clean Water, the Community Environmental Council, the Santa Barbara Natural History Museum, the Santa Barbara Zoo, Growing Solutions, the Santa Barbara Audubon Society, Surfrider Foundation, Santa Barbara ChannelKeeper, the Urban Creeks Council, Channel Islands National Marine Sanctuary, Agua Pura Leadership Institute, Santa Barbara Maritime Museum, Santa Barbara School District, the City Parks and Recreation Department, and the Santa Barbara Housing Authority (SBHA) Department of Resident Services.

While much good work is being done to educate people about water quality, these efforts can create redundancy and, therefore, a cluttered marketplace. Many of these established programs had an expectation when Measure B passed that the funds would go to support their existing programs. Rather, Measure B funding provides an opportunity to develop a systematic, strategic approach to educating a variety of carefully analyzed audiences. This approach also provides opportunities to develop partnerships that leverage resources from a number of organizations.

**Key Finding: Good work is being done, but also leads to a cluttered marketplace.**

## Survey Results

In April 2002, Goodwin Simon Strategic Research (GSSR) conducted a telephone survey of residents and businesses to help inform “a public education campaign designed to increase awareness of the causes and consequences of storm water pollution and to reduce pollution-causing behaviors.” The survey found that residents are “well informed on key facts related to storm water pollution,” are “ready to learn more about specific steps they can take to reduce pollution,” and “express relatively high levels of concern about creek and ocean pollution.”

Pollution of creeks and storm drains was identified as less of a problem than beach/ocean pollution. Eighty-nine percent of residents are willing to make some type of change to keep creeks and beaches free of pollution. Other primary conclusions from the survey are as follows:

- Individuals who are both highly concerned and highly informed are likely to be receptive to behavior change.
- Highly concerned but uninformed individuals would benefit from more targeted information.
- Individuals expressing low concern on the issue, both high and low informed, need more compelling messages on the ramifications of their lack of concern.
- Viewed from a different matrix “mix,” there are core groups of individuals who are very motivated on the issue but report having inadequate information on how to make change.

## Interview Findings

To better understand the perceptions of community members, the challenges involved in educating the public, and strategies with the greatest promise for reaching targeted community segments, O’Rorke conducted numerous one-on-one interviews and small-group meetings with a wide range of community representatives.

Primary conclusions are as follows:

- Overall:
  - Women and elementary-aged children are the top individual targets.
  - The program needs to convey the shared responsibility of everyone in the community for protecting water quality, but not over promise results.
  - Although most residents are well informed that there is a water pollution problem, many do not know that they are part of the problem and most do not know what steps to take to reduce the behaviors that cause the pollution.
- Businesses:
  - Harbor some distrust of the city because they perceive a lack of action in the Creeks Program; they need to be reminded of the goodwill that helped pass Measure B and see tangible results of progress.
  - Voluntary programs that provide tools to make operational changes are most desirable; in some industries (such as restaurants and auto repair), a regulatory approach might be effective.

- Youth/Education:
  - There was a significant difference in the feedback regarding outreach to youth (ages 5-12) and young adults (ages 13-18).
  - Teens are not a viable target group.
  - Schools and enrichment programs are the best ways to reach children.
- Latino:
  - Outreach must be linguistically and culturally appropriate.
  - Need to be reached “where they are”—at home, neighborhood gathering places, homes of trusted friends and relatives, church, doctor’s offices, etc. (especially for women).
- Environmental organizations:
  - There is significant redundancy among environmental groups’ efforts, particularly in education efforts.
  - Though environmental advocacy groups were willing to be partners without an exchange of funds, education-oriented environmental groups were concerned about retaining or expanding funding for existing programs.

## Proposed Plan

### *Goals*

The following goals, and corollary objectives, were developed for the public education plan:

- Goal 1: Increase public awareness of stormwater pollution causes.
- Goal 2: Increase understanding of role of storm drains.
- Goal 3: Increase the percentage of those who express willingness to change behavior to reduce pollution.
- Goal 4: Increase the percentage of those who actually make a permanent change in behavior to reduce pollution.
- Goal 5: Reinvigorate/maintain good will toward the Creeks Program to ensure continued community support for water quality education efforts.

These goals have been selected because they can be measurable through follow-up surveys once the public education plan has been implemented.

### *Target Groups*

The exact origins for water pollution cannot yet be specifically pinpointed. Nevertheless, studies have shown that contaminant sources for water pollution result from many human activities shared among all Santa Barbara residents, workers and businesses— all own a significant piece of this problem, and all are part of and benefit from the solution.

There are some sources of water pollution—specifically those generated from industrial and agricultural discharges—which require direct action, such as guidelines and penalties, and are

not best addressed through a public education plan. Thus, based on these conclusions and the results of O’Rourke focused discussions and the GSSR survey, O’Rourke recommends targeting the following groups in the public education plan:

- **Large businesses**, which includes the city of Santa Barbara, the county of Santa Barbara, and large construction firms and developers.
- **Small businesses** including small construction, business district merchants (Downtown, Upper State Street, Milpas Street, and Coast Valley), car-related businesses, food-related businesses, landscape & gardening services/property management firms, and hotels.
- **Individuals**, specifically women (including Latinas) and children.
- **Partners**, including environmental advocates and educators.

### *Themes*

The following “themes” reflect the major findings of the focused discussions and are the broad perceptions that we are trying to establish in the minds of targeted constituencies. They address the conclusions that various audience segments will draw when exposed to the motivating messages.

- **Primary Theme: Clean water is better for everyone.**  
Messages built on this theme will be tailored for each target audience and include (but are not limited to): “Less-polluted water means healthier kids” for women; “If the water is cleaner, it’s safer for you to play in” for children; “It’s our responsibility to set a standard for other organizations” for city employees; and “Avoid unnecessary regulation” for business.
- **Secondary Theme: We all own the problem—we all own the solutions.**  
Messages built on this theme will be tailored for each target audience and include (but are not limited to): “Even substances that we think of as “natural” contribute to bacterial water pollution” for women and children; “We need to be accountable” to city employees; and “We want to help you make a difference” to business.
- **Tertiary Theme: We are unique in Santa Barbara.**  
Messages built on this theme will be tailored for each target audience and include (but are not limited to): “We care more about our community here in Santa Barbara” for women; “You’re lucky to grow up in a place that cares about the natural environment” for children; and “Clean water is a critical part of what makes Santa Barbara a tourist attraction” for business.

### *Strategies*

A successful public education plan must incorporate a variety of strategies and methods. Ideally, all of these strategies will support one another. This plan recommends simultaneous community outreach, media outreach, and radio/television/print media outreach.

The recommended **community outreach** programs in order of importance are:

First-Priority Programs – Implement in Years 1 and 2

*a. New Programs to Initiate*

Tactic 1a. Clean Water Business Program

Tactic 1b. Clean Water Business Employee Training Program

Tactic 2a. Neighborhood-Based Outreach Program

Tactic 2b. Enrichment-Based Education

Tactic 3. Creek Signage

*b. Existing Programs to Continue/Improve*

Tactic 1. Elementary Education Program

Second-Priority Programs – Implement After Initial Start-Up (Years 3 and 4)

Tactic 1. Health Partnership

Tactic 2. Continuing Education Program

Tactic 3. Business Ambassadors

Tactic 4. Teen Community Service

Tactic 5. Clean Water Badge

Tactic 6. School Photo Partnership

The following tactical recommendations for **media outreach** are presented in order of importance:

Tactic 1: Electronic Press Kit

Tactic 2: Spokesperson Training

Tactic 3: Ongoing Media Relations

Tactic 4: Editorial Board Meetings

Tactic 5: “Expert-in-the-Field” Database

Tactic 6: Issues Response: Editorial submissions

For **paid media**, O’Rorke recommends a heavy mix of television and radio placements, complemented by selected print placement. The recommended campaigns, in priority order, are:

1. Take Care of the Children Campaign, utilizing Spanish-language television and radio to reach 20-45-year-old Latinas.
2. Clean Water = Smart Business Campaign, a print campaign targeting business owners.
3. Mother Campaign, utilizing cable television and newspaper advertisements to target 30-49-year-old Caucasian women.
4. Smart Water Campaign—utilizing television, radio and print—to reach 18-29-year-old Caucasian women.

O’Rorke also recommends beginning with a strong burst of frequency, followed by maintenance over the long term; behavior change generated by advertising often regresses when ad frequency is curtailed.

## Evaluation

Most of the goals and objectives are based on the assumption that the GSSR survey results helped establish a baseline. A follow-up survey should ideally take place two years after initial implementation of the public education plan. The survey should be stratified to ensure a statistically significant sample of Spanish speakers is included, in order to effectively evaluate Spanish-language programs.



## I. INTRODUCTION

As part of an ongoing effort to improve water quality in local creeks and oceanfront, the city of Santa Barbara commissioned O'Rorke, Inc. to develop a comprehensive public education plan to raise awareness of the problem and promote behavioral change among individuals and businesses. A recent public opinion survey commissioned by the city showed that there is already relatively high awareness of the need to keep local waters free of pollutants and a significant willingness to improve the situation. Furthermore, it indicates that the challenge is to motivate residents to take the next level in *both* awareness and behavioral change.

Public education campaigns, when based on solid strategies, have a long history of successfully changing behavior. One need look no further than the state of California's monumental tobacco control efforts of the last 14 years to see the positive, persuasive impact social marketing can have: California's smoking rates have dropped significantly since the passage of Proposition 99, the Tobacco Tax Initiative of 1988, which funded tobacco-control programs throughout the state.

## II. METHODOLOGY

O'Rorke conducted a preliminary review of available information, prepared a list of questions for staff and partners, and reviewed additional materials provided by staff and partner organizations. O'Rorke made a presentation on the scope of work to the Creeks Advisory Committee.

This information-gathering stage was followed by a series of intensive one-on-one interviews and small group meetings conducted by O'Rorke. Participants included representatives from the environmental community, the business community, the Latino community, local government, and environmental education. The purpose of these discussions was to distinguish positions, collect feedback, secure support and identify future roles.

This was followed by a review of successful and promising past programs, including best management practices for businesses as well as individual behavior modification actions. O'Rorke collected demographic and psychographic information on the range of emerging target audiences, and conducted a thorough review of available Santa Barbara media and advertising vehicles.

O'Rorke crafted goals and objectives based on information collected and an analysis of a public awareness survey commissioned by the city in spring, 2002; identified target audiences; and developed messages and tactics for reaching them. A critical plan component includes methods for evaluating strategies over time.

Based on the plan strategies, O'Rorke developed a proposed budget that assumes a phased-in approach with significantly higher costs in year one, and with decreasing costs in year two and the assumption that year two represents ongoing costs.

### III. BACKGROUND

#### A. Measure B

In November 2000, the city's voters approved Measure B (70% yes), an increase in the transient occupancy tax rate from 10% to 12% effective January 2001. Under the terms of the measure, all proceeds from the tax increase are restricted to use in the newly created Creeks Restoration and Water Quality Improvement Program, which focuses on restoring the city's creeks to a healthy state, providing the community with opportunities to enjoy the creeks, and cleaning up the water so residents can swim at local beaches.<sup>1</sup>

There is both high commitment to and high expectations of the programs funded by Measure B. The widespread support among this diverse community is something of a double-edged sword: many different stakeholder groups—including business and environmental organizations—have stood behind Measure B, but each has a different definition of success for the program. In some cases, stakeholder goals can be oppositional to one another and potentially affect achievement of the goals of the program—cleaning up creek and ocean water and restoring creek environments.

#### B. Community Perception

An editorial in the *Santa Barbara News-Press*<sup>2</sup> refers to Measure B as “voters showing their commitment to creek restoration.” In fact, Measure B, and the issue of creeks and waterways in general, is regularly covered in the local media—news stories, editorials, opinion editorials, letters to the editor—with strong voices expressed on the issue. There is little argument that local creeks and the oceanfront need to be cleaned up, but there are many ideas about how to do so.

Newspaper coverage has presented several opinions about how to best spend the Measure B funds, and there have been regular reviews of city programs that address the problem, including significant coverage on the city's “Clean Sweep” street sweeping program (in both the *Santa Barbara News-Press* and the *Independent*).

Coverage also indicates community activism on the issue of water pollution. Perhaps the most clearly representative piece of coverage is in an April 2002 special Earth Day edition of the *Santa Barbara News-Press* that featured guest articles by several community and environmental activists and government officials. Comments ranged from pointing out the high incidence of beach closures, the fact that activity in the watersheds affects creeks and the ocean, that all Santa

<sup>1</sup> Additional information about Measure B is available at [http://www.santa-barbara.ca.us/departments/parks\\_and\\_recreation/pdf/Creeks\\_AR\\_pdf.pdf](http://www.santa-barbara.ca.us/departments/parks_and_recreation/pdf/Creeks_AR_pdf.pdf) or by calling the Creek Restoration and Water Quality Improvement Program at 805-897-2626.

<sup>2</sup> Unknown (editorial) (February 23, 2002). Caring for our creeks. *Santa Barbara News-Press*, editorial page.

Barbarans bear some share of the responsibility for water quality, and the ease with which water quality problems can be solved.

A May 2002 editorial in the *Santa Barbara News-Press*<sup>3</sup> suggests a “call to action” for city officials:

Government agencies must partner with community groups and schools to see that more residents and business owners understand the seriousness of dog waste, lawn runoff and other kinds of pollutions. Beyond mere understanding of the problem, though, people need to know how to prevent pollution from getting into storm drains.

The community—as evidenced by their vote on Measure B—favors stewardship of creeks and the ocean. But news coverage takes a relatively simplified view of this complex undertaking stories frequently do not reflect the trade-offs involved in administering the program.

### C. Past and Existing Public Education Programs

This public education plan will build on the foundation built by past efforts by the city, the county, and numerous community-based organizations. A sampling—by no means a comprehensive listing—of some of the significant efforts includes the following:

- **Project Clean Water (PCW):** Cooperative program of the county’s Public Works and Public Health departments, the cities of Santa Barbara and Carpinteria, the Community Environment Council, and other local nonprofit groups. PCW has developed grade 4-8 curricula, part of which has been adopted in all Santa Barbara School District 6<sup>th</sup>-grade classes, and makes presentations to K-8 classes. PCW also developed a number of public education materials. Those targeted at individuals address dog waste, horse waste, clean-water gardening, and living near a creek. Guides for specific businesses address construction contractors, restaurants, and auto businesses and parking lots. Many materials were published in English and Spanish.
- **City and County:** Staff conduct watershed model presentations in elementary schools and summer camp programs.
- **Community Environmental Council (CEC):** Service provider and educator. Services include recycling centers in the city. CEC operates the South Coast Watershed Resource Center (SCWRC) with funding from the city and county, as a focal point for water-related public education in the Santa Barbara area. Through the SCWRC, CEC operates a

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<sup>3</sup> Unknown (editorial) (May 22, 2002). Grades mixed in Pollution 101. *Santa Barbara News-Press*, editorial page.

variety of educational programs, one of the best-known being the Creek Watchers curriculum.

- City, county and program partners operate the Green Gardner Program. CEC is contracted to provide administration. The program addresses topics such as reduction of non-point source pollution to creeks and the ocean and certifies individuals who complete a training class and pass a basic test; a 2-hour continuing education course is required for annual recertification.
- Santa Barbara Natural History Museum: Offers Los Marineros, a year-long marine education program used in every 5th grade class in the Santa Barbara School District. Created in partnership with the Channel Islands National Marine Sanctuary, Los Marineros develops specific science knowledge and skills and teaches the importance of protecting our precious marine resources and habitats.
- Santa Barbara Zoo: Has a variety of educational programs for young people, including the “Home Sweet Habitat” class for 4- to 5-year-olds and “Marine Biology 101” for 9- to 14-year-olds. Also a popular destination for special events, including the annual “El Dia del Niño,” featuring Spanish music, a children’s talent show, and special performances.
- Growing Solutions and the Santa Barbara Audubon Society: Both involved in creek restoration projects in an effort to maintain the area’s natural environment. Growing Solutions grows native plants for use in restoration projects and conducts an Education Institute, and the Audubon Society is an active sponsor of habitat restoration efforts and also offers a grade 4-6 curriculum that focuses on education about bird habitats.
- The Surfrider Foundation: Has a Respect the Beach Education Module for K-12<sup>th</sup> graders. Publishes an annual national “State of the Beach” report that looks at beach access, surf zone water quality, beach erosion, beach nourishment, shoreline structures, and surfing areas as indicators of the condition of our nation’s beaches.
- Santa Barbara ChannelKeeper: Advocacy organization with a monitoring and educational role in the community.
- Urban Creeks Council: Sponsor of creek clean-ups and other educational activities.
- Channel Islands National Marine Sanctuary: A 1,252-square-nautical-mile portion of the Santa Barbara Channel with protected status as an area of national significance. Surrounding the five Channel Islands, the sanctuary’s primary goal is protection of natural and cultural resources contained within its boundaries, and it has developed classroom materials and online educational activities that incorporate real data from research efforts in the sanctuary and conducts a variety of other outreach activities.

- Agua Pura Leadership Institute: Designed by U.C. Cooperative Extension-Santa Barbara County, Santa Barbara City College, County public health, and local Latino and environmental groups. Agua Pura involves Latino youth and youth leaders throughout Santa Barbara County in workshops, camp programs, and after-school activities.
- Santa Barbara Maritime Museum: Developing a new Channel Research exhibit, set to open in 2003, that will feature interactive displays of the channel's seafloor and other features of the channel.
- Santa Barbara School District: An active partner with Project Clean Water and environmental organizations in integrating clean-water curricula into their schools.
- City Parks and Recreation Department: Operates three community centers that offer a variety of services for youth, families, and elders in coordination with nonprofit organizations.
- Santa Barbara Housing Authority (SBHA) Department of Resident Services: Acts as a broker for many community services, including advocacy and programs within the community at large in an attempt to enrich residents' lives; a new Family Support Center provides educational workshops. SBHA operates a Police Activities League with after-school programs (in conjunction with the police department), a Family Opportunity Center with homework assistance, and work training for residents, and publishes a bilingual resident newspaper. SBHA currently operates a "Splash to Trash" program to educate young residents about water quality issues.

#### D. The Need for Strategic, Coordinated Public Education

The existence of so many programs presents benefits and challenges. While much good work is being done to educate people about water quality, these efforts can create redundancy and, therefore, a cluttered marketplace. Many of these established programs had an expectation when Measure B passed that the funds would go to support their existing programs.

In addition, although some work has been done by the city to convey the message that people can change their behavior to reduce water pollution, these efforts have been limited by resources. Material content has been useful, but execution has suffered

*Creeks* funding provides an opportunity to develop a systematic, strategic approach to educating a variety of carefully analyzed audiences. Messages and strategies can be tailored using proven social marketing techniques.

from lack of access to social marketing experience and service providers.

As a result, the range of people reached by the city's advertising efforts has been spotty at best: Latino outreach has been the subject of considerable criticism because it has been culturally inappropriate. Some efforts focused too much on "preaching to the converted," which does not significantly reduce pollution. And city advertising materials were often developed in an ad hoc manner, borrowed from other materials and lacking a uniform approach.

Further, although past advertising programs produced promising behavior changes in the area of toxic pollutants (such as residents cutting back on pesticide use and refraining from dumping used motor oil down storm drains), these types of gains achieved through advertising are only temporary without a sustained marketing effort.

Public education with a social marketing emphasis is extremely effective when implemented correctly—an approach that has proven successful in campaigns targeted at smoking, drunk driving, recycling, drug use, safe sex, and a variety of other social issues. The key to success is a sustained presence with consistent and focused messages targeted at those the program is most trying to reach, across a multitude of media and information sources. This is particularly crucial when the "product" being marketed is a change in behavior or lifestyle—unlike traditional product marketing, social marketing campaigns must be more targeted and strategic in their approach to people who are dealing with the complexities of everyday life with its bombardment of messages.

#### **IV. SITUATION ANALYSIS**

##### **A. Demographic Description**

The city of Santa Barbara covers 23 square miles with 3.4 linear miles of city-owned beaches. The city's population grew 7.9% from 1990 to 2000 to a current population of just over 90,000 residents; 74% are classified as white and 35% as "Hispanic or Latino," indicating the effect of multiple-race designations on the census form. There are 35,605 households roughly split between "family" and "non-family" with an average household size of 2.47 residents. Approximately 45% of the population is between the ages of 25 to 54 years old, 24% under the age of 19, and about 50% over the age of 35, with an overall median age of 34. Gender is evenly divided.<sup>4</sup>

The two largest employers in the area are University of California, Santa Barbara, and Santa Barbara County with several other government entities, including the city, representing the clear majority of the ten largest employers in the area. Retail trade is the largest employer in the

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<sup>4</sup> U.S. Census Department

service industry in terms of both number of businesses (655) and total number of employees (7,589); food service and accommodation businesses employ the second highest number of employees (7,570); professional, scientific and technical services have the second highest number of businesses (520).<sup>5</sup>

## B. Public Awareness Survey

In April 2002, Goodwin Simon Strategic Research (GSSR) conducted a telephone survey of residents and businesses to help inform “a public education campaign designed to increase awareness of the causes and consequences of storm water pollution and to reduce pollution-causing behaviors” (iv). GSSR delivered a detailed summary of their findings to the city of Santa Barbara covering the full range of their efforts. O’Rorke used the full report, executive summary, and raw data to inform development of this public education plan; a brief summary of GSSR’s key findings and recommendations most directly relevant to the overall public education plan is presented below (with more detail in Appendix A):

### *Key Residential Findings*

- Residents are “well informed on key facts related to storm water pollution.”
- Residents are “ready to learn more about specific steps they can take to reduce pollution.”
- Residents “express relatively high levels of concern about creek and ocean pollution.”

In fact, residents and businesses reported that ocean and beach pollution is more of a problem than traffic. Interestingly, pollution of creeks and storm drains was identified as less of a problem than beach/ocean pollution, indicating that raising awareness of how these problems are interrelated could help raise concern for the lower-rated issues. Eighty-nine percent of residents are willing to make some type of change (significant or small) to keep creeks and beaches free of pollution. The level of concern expressed in these key findings was supported by the results of the focused discussions conducted by O’Rorke, Inc. with representatives from various community groups.

### *Key Highlights From GSSR Data*

- There is a clear disparity in information, concern and education on how to change behavior based on income, education and ethnicity.
- Individuals who are both highly concerned and highly informed are likely to be receptive to behavior change.

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<sup>5</sup> *Adopted 2001-2003 Financial Plan and Fiscal Year 2002 Operating & Capital Budget, Volume I, Appendices, Demographic.*

- Highly concerned but uninformed individuals would benefit from more targeted information.
- Individuals expressing low concern on the issue, both high and low informed, need more compelling messages on the ramifications of their lack of concern.
- Viewed from a different matrix “mix,” there are core groups of individuals who are very motivated on the issue but report having inadequate information on how to make change.

### *GSSR Recommendations for Message Development*

In their survey analysis, GSSR findings suggest several recommendations to inform the development of outreach messages; these are included in Appendix A.

### *C. O’Rorke, Inc. Focused Discussions*

In an effort to better understand the perceptions of community members, the challenges involved in educating the public, and strategies with the greatest promise for reaching targeted community segments, O’Rorke conducted numerous one-on-one interviews and small-group meetings with a wide range of community representatives. Given that specific comments were not linked to individual speakers and O’Rorke was positioned as a third-party consultant not directly part of any specific entity in Santa Barbara, participants were likely to be more forthcoming in revealing their specific thoughts and concerns about not only the issue but also current programs (e.g. Measure B funding) and efforts; these insights are reflected in the summary highlights below as well as the more complete discussion in Appendix B and, in some cases, may represent new information or insights.

### *General Observations*

It is essential that the public education plan avoid placing blame or identifying and prioritizing the biggest contributors to poor water quality. In order for the education effort to remain positive—a desirable quality—the plan needs to convey the sense that “we all own a significant piece of this problem, and we are all part of and benefit from the solution.”

The plan must be not only focused and systematic, but also visual. Most of those interviewed agreed that it would be beneficial if they could see some type of steady progress taking place—whether it was to help establish credibility, build on existing goodwill, or generate excitement about the program. However, the city should be realistic in setting public expectation and not over promise.

Although it would be nice to think that the public education program, and the other restoration and clean-up efforts, could result in perfectly clean beaches, there are too many factors beyond the control of the city to make such a sweeping statement. The coastline of Santa Barbara obviously cannot be separated from beaches of surrounding communities—all contribute to



bacteria levels along the coast. Furthermore, even if Santa Barbara residents dramatically curb their polluting behavior, they still cannot remove pollutants dumped into their creeks from county-regulated property above the city limits.

### *Summary of Primary Conclusions from Focused Discussions*

- Overall:
  - Women and elementary-aged children are the top individual targets.
  - The program needs to convey the shared responsibility of everyone in the community for protecting water quality, but not over promise results.
- Businesses:
  - Harbor some distrust of the city because they perceive a lack of action in the Creeks Program; they need to be reminded of the goodwill that helped pass Measure B and see tangible results of progress.
  - Voluntary programs that provide tools to make operational changes are most desirable; in some industries (such as restaurants and auto repair), a regulatory approach might be effective.
- Youth/Education:
  - There was a significant difference in the feedback regarding outreach to youth (ages 5-12) and young adults (ages 13-18).
  - Teens are not a viable target group.
  - Schools and enrichment programs are the best ways to reach children.
- Latino:
  - Outreach must be linguistically and culturally appropriate.
  - Need to be reached “where they are”—at home, neighborhood gathering places, homes of trusted friends and relatives, church, doctor’s offices, etc. (especially for women).
- Environmental organizations:
  - There is significant redundancy among environmental groups’ efforts, particularly in education efforts.
  - Though environmental advocacy groups were willing to be partners without an exchange of funds, education-oriented environmental groups were concerned about retaining or expanding funding for existing programs.

More specific conclusions from these interviews and discussions are summarized in Appendix B across the following categories: the business community, youth audiences, Latino residents, the environmental perspective, and general observations.

## V. MEDIA MARKET CONTEXT

Many Santa Barbara broadcast stations straddle three designated market areas, or DMAs: Santa Barbara, San Luis Obispo and the much larger Los Angeles (many stations have good reach in Ventura County, for example). This split must be considered when looking at ratings and reach of stations. For example, a high number may not do the city much good if most of the audience is outside the city of Santa Barbara. KEYT-TV has very strong audience numbers in southern Santa Barbara County, including the city of Santa Barbara, as well as Ventura County, which might help in reaching business owners, commuters, etc. KCOY-TV is another option although

KEYT's local news dominates its coverage area. KSBY-6—the NBC affiliate—also has a solid Santa Barbara audience, but media must be purchased for the entire market area, which is based out of San Luis Obispo.

Two cable TV zones cover Santa Barbara County in its entirety and keep the county self-contained, limiting the amount of spillover into other counties. Rates are cheap and subscriber numbers are healthy, so this is an efficient media choice for the campaign. All major cable networks are available.

There are many radio stations in the area, but the signals/coverage areas vary widely, so any use of radio would have to be targeted at specific audiences.

Given the county's demographic make-up, it is not surprising that there are several choices of Hispanic media. Both Telemundo and Univision—included on page 79—have local TV stations, and there are numerous radio stations. KXLM and KMLA present high potential for reaching Latinos, and KIST (though not a Spanish-language station) also does well with that demographic.

There is one daily local newspaper, the *Santa Barbara News-Press*, and two weekly papers, the *Independent* and *South Coast Beacon*. A relatively new monthly magazine, *Tinta Latina*, is targeted at young Latina women, and *HopeDance* is an alternative bimonthly magazine.

The only signage available in Santa Barbara is provided by buses and has used by environmental organizations in the past.

## **VI. PUBLIC EDUCATION APPROACH**

O'Rorke identified a number of critical success factors for the overall Creek Restoration and Water Quality Improvement Program through the focused discussions as well as in meetings with staff and advisory committee members:

- Defined, measurable results
- Regular progress reports to all stakeholder groups
- Defined compliance for individuals and entities
- Identified and defined penalties for non-compliance
- Equal accountability for public agencies and private companies
- Coordination between public education restoration and pollution prevention activities

### **A. Goals and Objectives**

O'Rorke recommends five goals with correlating measurable objectives for the first two years of the program. These goals are consistent with the broad goals of the overall Creek Restoration and Water Quality Improvement Program (see Appendix C).

The measurable objectives are consistent with baseline research established by the GSSR survey. The success of the public education plan, once implemented, can be measured by the achievement of these goals.

#### **Goal 1: Increase public awareness of stormwater pollution causes.**

- Raise percentage of residents who say that runoff from washing cars is a serious problem from 32% to 42%.
- Raise percentage of residents who say that dog waste is a serious problem from 44% to 54%.
- Raise percentage of residents who say that pesticides are a serious problem from 75% to 85%.

#### **Goal 2: Increase understanding of role of storm drains.**

- Increase percentage of residents who correctly answer questions about stormwater treatment, stormwater and sewer pipes, and filtering of stormwater for trash to 50%.

#### **Goal 3: Increase the percentage of those who express willingness to change behavior to reduce pollution.**

- Increase percentage of those who say they are aware of what they personally can do to prevent storm drain pollution from 52% to 67%.

- Increase percentage of those who express a willingness to make significant lifestyle changes to reduce pollution from 54% to 64%.

**Goal 4: Increase the percentage of those who actually make a permanent change in behavior to reduce pollution.**

- Increase percentage of those who say they have made a significant lifestyle change in the last year to reduce pollution. (no baseline)
- Increase number of businesses that adopt operational changes to reduce water pollution.
- Increase total number of businesses using best practices management to reduce water pollution.

**Goal 5: Maintain community support for water quality improvement and creek restoration efforts.**

- Increase community support for the Creeks Program (as measured by responses to non-scientific surveys of community leaders).
- Increase the percentage of the population who express an understanding of the value of creek restoration projects. (no baseline)

**B. Audiences**

Ideally, this plan would have unlimited resources to reach all members of the community with messages that resonate with them. However, limited budgets require targeting smaller segments of the larger population—those that present the greatest need or opportunity for success, or have the largest impact—in an effort to make the plan not only effective but cost-effective.

Business audiences are included because they need to change their operations voluntarily or face mandatory measures that could be more costly and burdensome in the long run.

The rationale for residents is based on opportunity: some people simply will not change their behavior, no matter what strategy or tactic is employed. Focusing efforts on them would be a waste. Audience segmentation and targeting are critical to this plan.

Based on the results of O’Rorke focused discussions and the GSSR survey, O’Rorke recommends targeting the following groups in the public education plan:

[tables begin on the following page]

	Audience Segment	Description/Role
LARGE BUSINESSES	<ul style="list-style-type: none"> <li>▪ City of Santa Barbara <ul style="list-style-type: none"> <li>○ Blue collar</li> <li>○ Managers</li> </ul> </li> <li>▪ County of Santa Barbara</li> </ul> <p>[Efforts to reach this audience will be funded by a variety of sources.]</p>	<ul style="list-style-type: none"> <li>▪ One of the biggest potential contributors to the problem is local government; the city is responsible for maintaining sidewalks and streets, and both the city and county maintain dozens of public facilities.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Large construction/developers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction firms can alter site grading, erosion control, reduction of sedimentation and other waterborne debris, storm drain protection, washing of equipment, and chemical handling to reduce effects on water quality.</li> </ul>
SMALL BUSINESSES	<ul style="list-style-type: none"> <li>▪ Small construction</li> </ul>	<ul style="list-style-type: none"> <li>▪ See above</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Business district merchants <ul style="list-style-type: none"> <li>○ Downtown</li> <li>○ Upper State Street</li> <li>○ Milpas Street</li> <li>○ Coast Village</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ The businesses along State Street have a vested interest in a “cleaner” Santa Barbara, but they also can contribute to the problem by hosing off sidewalks and outdoor facilities and other polluting practices.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Car-related businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Car washes, auto repair shops, gas stations, and car sales centers are all potential contributors to water pollution.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Food-related businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Restaurants of all sizes and styles have to deal with grease and waste disposal and cleaning issues such as washing mats.</li> </ul>

	Audience Segment	Description/Role
SMALL BUSINESSES	<ul style="list-style-type: none"> <li>▪ Landscape &amp; gardening services/property management firms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Landscapers and gardeners—and the property managers that hire them—can affect water quality from planning for erosion control to refraining from the use of toxic pesticides and blowing clippings into gutters and streets.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Hotels</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hotels can reduce water pollution through waste management and grounds keeping practices, including avoiding hosing down facilities or parking lots.</li> </ul>
INDIVIDUALS	<ul style="list-style-type: none"> <li>▪ Women <ul style="list-style-type: none"> <li>○ Caucasians</li> <li>○ Latinas</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Potential polluting activities include improper used motor oil disposal, use of toxic gardening products and fertilizers, hosing down impervious surfaces, sweeping waste into gutters, and car washing, among others. Proper disposal of animal waste is also an issue.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Children</li> </ul>	<ul style="list-style-type: none"> <li>▪ While not necessarily polluters per se, children can influence adults around them and will grow into adults with the potential to pollute.</li> </ul>
PARTNERS	<ul style="list-style-type: none"> <li>▪ Environmental <ul style="list-style-type: none"> <li>○ Advocates</li> <li>○ Educators</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Environmental advocates and educators need to be aware of one another's activities as well as the city's.</li> </ul>

## C. Messaging

The overall purpose of a social marketing-based public education plan is to raise awareness, influence attitudes and values, and change behavior. To effectively achieve all of these shifts, it is important to understand the factors that could motivate the various market segments targeted by the plan and then craft messages that address them.

The following “themes” are the broad perceptions that we are trying to establish in the minds of targeted constituencies. They address the conclusions that various audience segments will draw when exposed to the motivating messages.

- Primary:** Clean water is better for everyone.
- Secondary:** We all own the problem—we all own the solutions.
- Tertiary:** We are unique in Santa Barbara.

These themes reflect the major findings of the focused discussions—that different benefits will motivate different people to change water-polluting behavior, placing blame is not a productive way to approach public education, and there is a strong sense of civic pride and uniqueness among Santa Barbarans, particularly community leaders, the affluent, and business owners.

[tables begin on following page]

**PRIMARY THEME: CLEAN WATER IS BETTER FOR EVERYONE.**

<b>Market Segment</b>	<b>Messages</b>	<b>Strategies</b>
Women	Less-polluted water means healthier kids.	Advertising Public relations Community-based outreach
Children	If the water is cleaner, it's safer for you to play in. Dirty water is gross. Less pollution will preserve natural habitats and be safer for plants and animals.	Education, school-based Education, enrichment-based Community events Library outreach
Large Business, Municipal	Water pollution is harmful to our city in many ways. It's our responsibility to set a standard for other organizations.	Public relations (internal) Education (training)
Large Construction	Avoid unnecessary regulation	Community outreach Direct mail
Small Business	Protecting water quality will reduce the number of beach closures. Fewer beach closures are better for business. Avoid unnecessary regulation.	Advertising Community outreach Direct mail
Partners/Environmental	Less pollution will preserve natural habitats.	Email/web communications Direct mail Reports/presentations



**SECONDARY THEME: WE ALL OWN THE PROBLEM—WE ALL OWN THE SOLUTIONS.**

<b>Market Segment</b>	<b>Messages</b>	<b>Strategies</b>
Women	Even substances that we think of as “natural” contribute to bacterial water pollution. You need to clean up after your animals. Doing your part is easy—we’re not asking for much.	Advertising Neighborhood-based outreach
Children	Even substances that we think of as “natural” contribute to bacterial water pollution. You need to clean up after your animals. Doing your part is easy—we’re not asking for much.	Education, school-based Education, enrichment-based Community events Library outreach
Large Business, Municipal	We need to be accountable, too.	Public relations (internal) Education (training)
Large Construction	Small changes can make a big difference. We want to help you make a difference.	Community outreach Direct mail
Small Business	Small changes can make a big difference. We want to help you make a difference. Customers will appreciate that you’re doing your part.	Advertising Community outreach Direct mail
Partners/Environmental	We need to work together to protect water quality.	Email/web communications Direct mail Reports/presentations

**TERTIARY THEME: WE ARE UNIQUE IN SANTA BARBARA.**

<b>Market Segment</b>	<b>Messages</b>	<b>Strategies</b>
Women	We care more about our community here in Santa Barbara. Teach your kids why caring about your community is important.	Advertising Neighborhood-based outreach
Children	You're lucky to grow up in a place that cares about the natural environment. Let's keep protecting it.	Education, school-based Education, enrichment-based Community events Library outreach Church outreach
Large Business, Municipal	City employees are an important part of what makes us special.	Public relations (internal)
Small Business	Clean water is a critical part of what makes Santa Barbara a tourist attraction—do your part to make sure it stays that way.	Advertising Public relations (external) Business ambassadors
Partners/Environmental	The city supports your efforts to maintain our natural environment.	Email/web communications Direct mail Reports/presentations

## VII. PLAN ELEMENTS

As one interviewee in the focused discussion phase pointed out, “It took us awhile to get into this condition; it will take us awhile to get out if it.” It will also take more than one method.

A successful public education plan must incorporate a variety of strategies and methods. Ideally, all of these strategies will support one another; for example, community outreach activities may also be the subject of newspaper outreach. Targeted audiences will be exposed to campaign messages multiple times in multiple places. Reinforcing messages with great frequency increases the likelihood that the program will attain its goals.

This plan recommends three elements: community outreach, media outreach, and radio/television/print media.

O’Rorke recommends the city hire a Creeks Program Outreach Coordinator, who will work closely with the Creeks Program Manager on all aspects of the program. For many of the tactics, O’Rorke has identified consultants, community-based organization (CBO) contractors, and independent contractors for implementation. This plan, and the accompanying budget scenarios, assumes that the new Outreach Coordinator will supervise CBO and independent contractors.

In addition, O’Rorke strongly recommends the formation of ad hoc Latino outreach advisory committees to aid in the development and implementation of all outreach efforts targeting the Latino community.

Finally, the following tagline should be applied to all outreach methods: *Paid for by hotel visitors through Measure B funds*. The prelude language should be customized to reflect the program or service. For instance, “This *service* paid for by...” or “This *program* paid for by...” or “This *message* paid for by...,” etc. Additionally, TV seconds are precious, so the message should be delivered as text on the screen versus voice. Radio must be voice and print, text. Coops should be identified as such and programs and services partially supported through Measure B funds must also reflect the shared support.

### A. Community Outreach Element

Santa Barbara residents are exposed to many messages about community issues which can make for a crowded marketplace. This kind of information overload makes it easier for people to ignore messages when they are delivered in a passive way—over the television, on the radio, etc. While these types of outreach are important, the public education effort must reach out to people where they are—at home, at church, at community events, at school, etc.—to ensure that the message penetrates. In addition to being more active, community outreach is more effective for building trust, because it takes advantage of sources of information that are already known and trusted. Messages are also more personally relevant when received in one’s own community.

The recommended community outreach programs, in order of priority, are:

**First-Priority Programs – Implement in Years 1 and 2**

***a. New Programs to Initiate***

Tactic 1a. Clean Water Business Program

Tactic 1b. Clean Water Business Employee Training Program

Tactic 2a. Neighborhood-Based Outreach Program

Tactic 2b. Enrichment-Based Education

Tactic 3. Creek Signage

***b. Existing Programs to Continue/Improve***

Tactic 1. Elementary Education Program

**Second-Priority Programs – Implement After Initial Start-Up (Years 3 and 4)**

Tactic 1. Health Partnership

Tactic 2. Continuing Education Program

Tactic 3. Business Ambassadors

Tactic 4. Teen Community Service

Tactic 5. Clean Water Badge

Tactic 6. School Photo Partnership

Following are the details of each program.

## First-Priority Programs – Implement in Years 1 and 2

### *a. New Programs to Initiate*

#### **Tactic 1a: Clean Water Business Program**

A large percentage of residents said that they would be more likely to patronize business establishments identified as clean water businesses. Many business representatives felt such a voluntary approach was appealing because it provided an incentive (in the form of more potential customers) in addition to positive recognition of their businesses.

Target Audience: Restaurants

Auto repair shops

Gas stations

Summary: Develop a Clean Water Business program to evaluate clean-water practices of local business and reward those meeting specified criteria with a “Clean Water Business” seal of approval.

Implementation: Who: Planning by Creeks Program staff; implementation by contract business Outreach Coordinator, possibly in conjunction with county staff.

Partners: Project Clean Water, Environmental Health Services Agency

Tasks: Develop criteria.

Develop and send direct mail describing program, criteria and benefits.

Conduct site visits (in concert with Environmental Health) to assess compliance with criteria.

Develop and produce attractive, attention-getting on-site sticker or display to identify businesses as Clean Water Businesses.

Cross-promote through free and paid media outreach.

Develop and produce informative brochure listing the Clean Water Businesses and include vouchers/coupons to

encourage patronage.

**Anticipated Results:** Businesses would voluntarily adopt clean-water best management practices identified for their specific industry or field (e.g., recapturing water used to hose off impervious surfaces), leading to a reduction of negative impacts on water quality.

### **Tactic 1b: Clean Water Business Employee Training Program**

Employers expressed above all else the desire for actual tools to make operational changes. Although some have used city- and county-produced educational information pieces. Employers felt that these pieces were usually not developed with the end audience—the employee—in mind.

**Target Audience:**

- Restaurants
- Auto repair shops
- Auto retailers
- Gas stations
- Gardening services
- City and county departments

**Summary:** Develop culturally appropriate employee training program, featuring field-specific training modules for local businesses to use with their employees. Provide annual incentives for which employers can apply to reward outstanding employees. Encourage employer-provided incentives.

**Implementation:**

**Who:** Planning by Creeks Program staff; implementation by contract business outreach coordinator in conjunction with county staff.

**Partners:** County; business, trade and merchant organizations (such as chambers of commerce, Auto Repair Association, Downtown Business Association, etc.)

**Tasks:** Write training modules for job-specific strategies to reduce water pollution.

Produce printed training modules with minimal text and culturally appropriate visual images, as well as videos, that can be used in training.

Promote to businesses through direct mail and follow-up phone calls.

Make on-site presentations to employees as requested.

Work with local job training programs to incorporate training material into their curriculum.

Solicit contributions for employee incentives from local businesses.

Develop application form that employers can submit annually for employee incentives.

Publicize annual employee winners.

For public employees, establish an internal awards program.

Anticipated Results: Businesses would voluntarily adopt clean-water best management practices (see above).

The city would be able to demonstrate accountability by complying with the same voluntary measures asked of the private sector.

### **Tactic 2a: Neighborhood-Based Community Outreach Program**

This community features large extended families and networks of friends who are relied on as sources of important information. The program should tap into these networks by recruiting community members to help evangelize about water quality. Having the message come in the home of a trusted friend or relative increases the credibility of the message, and builds a sense of “we’re doing this together.” Turning the events into fun or social events makes them more attractive to potential attendees.

Target Audience: Women, Latino community

Summary: Working with community-based organizations and churches—including the involvement of community-based advisors—develop a Neighborhood-Based Outreach Program targeted at women in their homes or places they regularly go. Provide information on causes of water pollution, and its health effects, especially on children. Explain

clearly how even small changes can preserve water quality, and provide tools women can use in their own homes. Tap into women's roles as family caretakers and emphasize the value of personal responsibility in water protection. At the same time, provide a fun and social environment in which this education can take place.

Implementation:

Who: Planning by Creeks Program staff; implementation by contract community outreach staff

Partners: Churches, school district, community centers, Housing Authority, community organizations

Tasks: Identify neighborhood leaders to host house parties where women can get information on how to reduce water-polluting activities at home; incorporate promotional incentives; participate in "adopt-a-creek" programs or initiatives, linking neighborhoods with the creeks that run through them.

Work with after-school programs to distribute information about health effects of water pollution for children.

Work with churches to host informational meetings about water quality after church services; incorporate promotional incentives.

Identify beauty salons and Laundromats where recruited, paid community members can talk one-on-one to others about water quality issues.

Anticipated Results:

Children and their families will be more aware of water pollution causes and prevention techniques.

Children and families will exhibit behavior change over time.



## Tactic 2b: Neighborhood-Based Youth Outreach

Santa Barbara has two excellent programs that specifically target low-income children through enrichment activities, largely within their own neighborhoods: Splash to Trash and Agua Pura. Building on the general neighborhood-based outreach (2a, above), these enrichment programs should either be expanded or used as models for similar programs to serve a larger number of children—it is important to instill in children from an early age the importance of water quality to the city’s identity and quality of life while supporting the building of leadership skills among this community. Enrichment curriculum should also be incorporated more into the city’s three community centers, which already provide a considerable amount of enrichment programming for kids.

Target Audience: Children

Summary: Continue and expand current enrichment-based education efforts.

Implementation:

Who: Planning will be performed by the Creeks Program Outreach Coordinator. Implementation will be done by CBO contractor and involve the city’s three community centers.

Partners: Santa Barbara Housing Authority (Splash to Trash), U.C. Cooperative Extension (Agua Pura), and the Santa Barbara Zoo.

Tasks: Develop a workscope for expansion of water-curriculum-based enrichment activities, including community events.

Work with SBHA and Agua Pura to develop consistent evaluation models to incorporate into the new workscope.

Develop a request for proposals to contract with one community-based organization to act as central coordinator of enrichment-based education efforts. Other CBOs may act as subcontractors. Include among criteria for selection the extent of additional resources a CBO or group of CBOs brings to the project (technical expertise, extended staff resources, existing enrichment programs, facilities, etc.). Alternatively, work through the Santa Barbara Housing Authority as central coordinator.

Host a contest for youth to design/illustrate/produce comic books/Photo Novellas. Contest winner(s) productions may be formally printed, distributed and publicized throughout

the community.

Anticipated Results: Children and their families will be more aware of water pollution causes and prevention techniques.

Children and families will exhibit behavior change over time.

### **Tactic 3: Creek Signage**

People crossing creek bridges may not feel any particular sense of stewardship without some form of identification. For those who likely will not ever develop the stewardship orientation, warnings of potential enforcement of fines and other penalties may be included.

Target Audience: Creek passersby (largely males)

Summary: Develop signs naming bridges and/or identifying the creeks underneath, so they have a personality and are not viewed as just a large garbage can. Explore the possibility of increasing enforcement of anti-litter laws to reduce the amount of human waste in creeks.

Implementation: Who: Creeks Program and Public Works

Partners: None

Tasks: Develop criteria for where signs will be placed.

Develop strategy and copy for signs.

Contract out graphic design and production of signs.

Install signs.

With available budget, explore possibility of expanding Mutt Mitt station program.

Anticipated Results: Target a highly motivated group to change behavior.

Raise awareness among general public, including employees who work outside and tourists, about creek water.

## ***b. Existing Programs to Continue/Improve***

### **Tactic 1: Elementary Education Program**

Education has proven to be very effective for long-term change, and people interviewed expressed a universal desire for the program to work with children even more than is currently done. However, there are currently many different curriculum models being offered to Santa Barbara schools, and it would be impossible for schools to implement all of these excellent products; in fact, with increased pressure to ensure that all curricula play a role in meeting state science standards, the school district has more incentive to focus on a single curriculum, perhaps at the expense of other curricula. Rather than waste the excellent work that has gone into developing these other modules, it makes more sense for the city to take a lead role in coordinating all the existing curricula and incorporating it into a single curriculum that addresses the concerns and issues of the range of environmental organizations in the city.

Target Audience: Children

Summary: Continue existing Mountains to Sea curriculum in 6<sup>th</sup> grade. Drawing on the many existing resources, continue and expand on these elementary school curriculum to include elements of water quality education in all K-6 classes. Encourage community-based organizations with their own curricula to work with the city to develop a single, integrated water education program that will be easier for the schools to implement.

Implementation: Who: Planning will be performed by the Creeks Program Outreach Coordinator in conjunction with county staff. Implementation will be done by a CBO contractor.

Partners: School district, county, and interested environmental organizations (such as CEC, CINMS, Urban Creeks Council, Zoo, etc.)

Tasks: Re-convene the Project Clean Water Youth Education Committee. Ensure committee participation includes representatives of the Latino community.

Develop consensus K-4 curriculum goals that are consistent with state science standards and that address the concerns of the involved partners (e.g., native plant restoration, animal habitat preservation, etc.).

Establish criteria for which existing programs will be

incorporated into single, coordinated education effort.

Develop a request for proposals to contract with one community-based organization to act as central coordinator of education efforts. Other CBOs may act as subcontractors. Include among criteria for selection the extent of additional resources a CBO or group of CBOs brings to the project (technical expertise, extended staff resources, existing enrichment programs, facilities, etc.).

Develop grade-appropriate curricula or curriculum elements that could enhance existing science curricula. Include methods for evaluating effectiveness, incorporate the South Coast Watershed Resource Center as focal point for learning, and integrate appropriate elements of existing local curricula (Creek Watchers, CINMS curriculum, etc.) as curriculum elements or additional resources. Work with the school district to incorporate as many elements as possible across the board in the lower grades.

Continue to provide Mountains to Sea and Project WET (national program) training for all teachers as well as classroom presentations.

Provide financial assistance for 6<sup>th</sup> grade Mountains to Sea participants for field trips.

Ensure that implementation continues to be coordinated, so that schools and teachers are not confronted with multiple requests from multiple organizations with multiple books of curricula.

Create a one-stop shop for water-quality education that taps into the resources of the many community organizations involved with the issue. Provide a single point of access—one phone number (possibly toll-free) and one website with a calendar—where teachers can go for information and assistance.

Anticipated Results: School partners will be more involved in a program that is easier and less confusing in which to participate.

Children and their families will be more aware of water pollution causes and prevention techniques.

Children and families will exhibit behavior change over time.

## **Second-Priority Programs – Implement in Years 3 and 4**

### **Tactic 1: Health Partnership**

Health effects are one of the primary motivating factors for women to change behavior to protect water quality, and doctors and other health-care providers are considered reliable sources of information. If doctors regularly checked in with mothers about water-quality behaviors the way many pediatricians currently do about car seats and booster seats, the correct behaviors will become more accepted and ultimately ingrained in the minds of these women.

Target Audience: Women

Summary: Partner with local pediatricians, dermatologists, health clinics and medical centers to educate women about the health effects of water pollution.

Implementation: Who: Creeks Program Outreach Coordinator

Partners: Pediatricians, dermatologists, health clinics and medical centers

Tasks: Develop educational program for health-care providers.

Offer mini-conference for health-care providers about effects of water pollution specific to Santa Barbara.

Develop brochures that look like prescriptions that health-care providers can give to patients.

Anticipated Results: Women will be more aware of causes and prevention of water pollution and will influence behavior change in their own families.

## Tactic 2: Continuing Education Program

Santa Barbara has a number of self-sufficiency and job training programs that encourage bankable skills; however, since some of these professionals are potential polluters, they should be taught as early as possible about best practices for their profession. Certification may be offered and used to boost credentials—another selling point for the professional.

Target Audience: Landscaping firms

Gardening services

Auto repair shops

Construction\*

\* Link to policy initiatives to promote water-friendly land-use and development permit processes.

Summary: Work with local educational institutions, self-sufficiency programs, job training programs, and other established programs to develop Continuing Education program to allow professionals to continue to build water-friendly skills. Tie in to existing programs whenever possible.

Implementation: Who: City business outreach contractor

Partners: Adult education programs, Santa Barbara City College, Master Gardeners program, City and County of Santa Barbara Green Gardener Certification Program, Santa Barbara Housing Authority

Tasks: Research best practices for reducing impact on water quality for various occupations.

Solicit information on new technologies, products, and services that can assist businesses in adopting less polluting practices.

Develop training modules for appropriate businesses.

Conduct free trainings with incentives for participation.

Anticipated Results: Businesses will voluntarily adopt clean-water best management practices (see above).

### **Tactic 3: Business Ambassadors**

Recruiting well-known, respected business representatives to represent the program to their peers will increase the odds of acceptance by lending credibility.

Target Audience: Small and large business

Summary: Recruit model local business representatives to act as Business Ambassadors and represent the program within their industry.

Implementation: Who: City business outreach contractor

Partners: Chambers of commerce, industry groups (e.g., auto repair association)

Tasks: Identify local business representatives who are supportive of the program.

Recruit 2-3 individuals from the primary identified businesses to represent the program to the business community.

Conduct speaker training, incorporating additional training on program content.

Schedule regular reports to local business organizations and speaking opportunities with service groups. Incorporate visual demonstrations of program results.

Develop email network with which to send updates on program work.

Anticipated Results: Business owners will be more supportive of the Creeks Program when they know more about the progress being made.

Businesses will voluntarily adopt clean-water best management practices (see above).

#### **Tactic 4: Teen Community Service**

High school students have a 60-hour community service requirement for graduation.

Target Audience: Youth, 13-18

Summary: Coordinate with high schools to solicit teen volunteers for creek restoration/stewardship projects. Leverage existing teen community service programs for the implementation of neighborhood outreach and youth enrichment programs.

Implementation: Who: Creeks Program Outreach Coordinator, Parks and Recreation Youth Advisory Committee

Partners: School district, environmental organizations with volunteer needs

Tasks: Convene meeting of interested organizations to discuss coordinated effort to involve more teens in water quality-related community service projects.

Explore possibility of website on which organizations can post their own volunteer opportunities.

Work with business and neighborhood centers to disseminate and post educational information.

Conduct door-to-door team outreach to provide residents with useful products and self-help information and tools to decrease behaviors that cause pollution.

Discuss other communication methods with school district.

Involve the Parks and Recreation Department's Youth Advisory Committee in designing and implementing program.

Anticipated Results: More people will be available to volunteer on creek restoration and clean-up projects.



## **Tactic 5: Water Drop Patch/Shirt**

Scouting and camp organizations place a premium on teaching community service, and community centers are starting to instill this value early; since water quality is an integral part of the Santa Barbara community, it makes sense to offer education and hands-on activities related to water in children's own community. Perhaps more than any other element in this plan, the badge/shirt program could be one that significantly alters children's lifelong values toward water quality.

**Target Audience:** Children and adolescents

**Summary:** The U.S. Environmental Protection Agency and Girl Scouts of America have partnered to develop a "Water Drop Patch" that girls can earn. Enhance existing city and county participation in "Water Drop Patch" and coordinate with the local Girl Scouts to develop a program through which a wide range of youth can earn a Clean Water patch or t-shirt.

**Implementation:**

**Who:** Creeks Program Outreach Coordinator

**Partners:** Girl Scouts, Boys and Girls Club, Big Brothers/Big Sisters, Camp Fire USA, Boy Scouts

**Tasks:** Establish partnership with interested youth organizations.

Define criteria for earning badge or t-shirt.

Identify local designer who can provide pro bono services to design patch or t-shirt.

Work with promotional/incentive company to produce patch or t-shirts.

Publicize names of winners on an ongoing basis.

**Anticipated Results:** Children and their families will be more aware of causes and prevention of water pollution.

Children and families will exhibit behavior change over time.

## Tactic 6: School Photo Partnership

Children and their health are a strong motivating factor for families in the Santa Barbara area. Tapping into emotional responses when receiving school photos will increase the impact of water-quality messages and make the link to children's health more clear.

Target Audience:           Women  
                                      Children

Summary:                   Partner with school photo companies to include with final photos a promotional piece showing a photo of a polluted creek as well as a photo of a clean creek. The piece asks parents where they would rather see their children—the polluted creek, or the clean one.

Implementation:           Who:     Creeks Program Outreach Coordinator  
  
                                  Partners: School district, school photo companies  
  
                                  Tasks:   Work with school district to identify class photography companies and form partnership.  
  
  Develop printed piece to be distributed with photos.  
  
  Coordinate distribution with the photo companies and schools.

Anticipated Results:       Parents will be more aware of causes and prevention of water pollution and will influence behavior change in their own families.

## B. Media Outreach

The goal of media outreach is getting key messages and information in the news, told correctly, through either reactive or proactive media opportunities. Reactive opportunities involve responding to requests from media outlets that are working on a relevant story; proactive opportunities are initiated by organizations in three main ways: 1) through relationships with members of the local media, 2) by creating news (and associated events, press releases, etc.), or by piggy backing on existing news (finding “pegs” or “hooks” in other news that is already happening). In all cases, journalists need resources, information and ideas for stories that are relevant and resonate with the local community.

Furthermore, media outreach is an important complement to a paid media campaign, effectively reinforcing messages. Editorial coverage often has more credibility in the eyes of the public and can foster higher message retention than traditional paid media alone, especially among certain audiences—combined they can deliver more powerful results. Media outreach also allows for more complex “stories” addressing the broader scope of an issue—in this case the complex and interrelated nature of water quality issues in Santa Barbara.

In addition, with limited print and broadcast opportunities (due to both the local media market and a prudent public education budget), obtaining the support of local media at the start will facilitate reporting and outreach that furthers the education program goals. It will be important to “hit early and hard” in this public education campaign, generating news at the start, to demonstrate a vibrant, active and aggressive program as well as show good stewardship of Measure B funds. Media stories—in local publications, TV and radio—resonate with city residents and represent a community voice that can build a sense of civic awareness and emphasize the importance of these issues.

The following tactical recommendations are priorities for this two-year plan presented in order of importance and sequence.

Tactic 1: Electronic Press Kit

Tactic 2: Spokesperson Training

Tactic 3: Ongoing Media Relations

Tactic 4: Editorial Board Meetings

Tactic 5: “Expert-in-the-Field” Database

Tactic 6: Issues Response: Editorial submissions

Details of each of these campaigns are provided on the following pages.

## Tactic 1: Electronic Press Kit

Editors and reporters are more able to report on a story if they have relevant facts and information contained in a comprehensive press kit that helps explain the many aspects of the story and shows the interrelation of issues.

Audience:	Local and regional reporters.
Summary:	Build foundations for effective media relations including developing relevant press material and cultivating relationships with the local media through media education, advocacy and outreach.
Implementation:	<p>Who: Media outreach/social marketing consultant</p> <p>Partners: None</p> <p>Tasks: Develop and disseminate comprehensive material with appropriate follow-up—including:</p> <p>A comprehensive press kit [backgrounder(s), overview, FAQs, basic press releases, financial overview, etc.] as a resource for local editors and reporters. Broadly disseminate press material through mailings, contact with individual reporters and editors, and community events.</p> <p>An online press center of all relevant material for easy access and reference by reporters; include link to press center in all press material and other collateral.</p> <p>Determine editorial calendars and assignments related to environmental and local government issues.</p>
Anticipated Results:	Increase the level of awareness and information local reporters and editors have on a range of key issues relevant to Santa Barbara water quality that accurately frames the broader scope of the issue(s).

## **Tactic 2: Spokesperson training**

Effective and, more important, authentic message delivery is best provided by well-trained spokespeople who are able to stay on message in a variety of interview situations and reinforce the overall themes important to the issue of creek and ocean pollution.

Audience:	Spokespersons will address a variety of key community, political, environmental, business and residential audiences.
Summary:	Spokesperson training for key representatives likely to speak about clean-water programs/issues (include representatives from various public, private, youth and NGO segments).
Implementation:	<p>Who: Media training consultants</p> <p>Partners: May pull spokespersons from a variety of partner organizations, businesses and government bodies.</p> <p>Santa Barbara is also home to many high-profile celebrities who, upon request, may agree to serve as spokespeople for and/or lend their name and cache to the program.</p> <p>Tasks: Develop a list of spokespersons with testimonials on creek/water-related activities and train a select group on basic interview techniques and message delivery.</p> <p>Develop and deliver comprehensive spokesperson training—typically for no more than five or six people at one time (in order to provide for optimal practice sessions.)</p> <p>Develop a more general “mass training” that could be delivered to all involved parties to reinforce the techniques of effective message delivery.</p>
Anticipated Results:	Develop a “team” of well-trained media spokespeople who are able to evangelize program messages in media interviews and at community and grassroots levels as well.

### Tactic 3: Ongoing Media Relations

In order to develop consistent messages and demonstrate program momentum, it is important to implement a focused and controlled media outreach campaign as part of a coordinated effort to effectively communicate newsworthy activities and achievements to the media to reach the community with stories that resonate and “paint a picture.”

Proactive media outreach helps support overall program goals and focus the spotlight on important issues, setting an agenda for coverage, framing the story, and advancing policy solutions. Framing is powerful for defining who is affected, various positions on the issue, and possible resolution, and is usually either general and issue oriented or specific, concrete and event oriented. Overall, communication through the media can be broadcast—stories intended for a wide, general audience, or narrowcast—specific and targeted.

Also, a concentrated media outreach at the launch of the program is recommended in order to communicate the “start of something new” and increase the initial impact of the campaign, building a base for paid media dollars, fueling public interest and catalyzing community awareness.

Audience: Broadcast stories in the citywide press to reach all Santa Barbara residents; narrowcast outreach in targeted, community and business press and newsletters to reach specific audiences (like Latino, college students, women).

Summary: Overall, the media outreach program should focus on a few key areas:

- **Framing the issue:** Create news opportunities through a formal, strategic (and evolving) press release and press conference plan focusing on major milestones, activities and events and identifying key news hooks or opportunities to secure prominent television, print and radio coverage on the water quality issue. Press releases may include, but are not limited to: an annual “clean business” compliance and milestone achievement announcements/press releases; water quality/beach closure reduction; educational program announcements; collaborative program development (i.e. CEC, CINMS, DPW, etc.).
- **Making news:** Regular, coordinated press conferences and media events that may include, but are not limited to: ad campaign launch; Santa Barbara Zoo events such as El Día del Niño; unveiling of creek bridge and beach signs; formal

educational program launches; specific creek restoration projects; a Businesses-in-Compliance Awards Dinner/Event; water quality measurement milestones, and/or identify other program activities that might be a “hook” for the media.

- **Issue advocacy/proactive media outreach:** create news opportunities including targeted pitches (business, lifestyle, news-related articles; calendar of creek/water/educational program events) that address the multiple ways creek and ocean pollution impact everyday life. O’Rorke recommends a general brainstorm approach that includes key constituent and stakeholders vested in Santa Barbara water issues (such as the Creeks Advisory Committee, community groups, representatives of the schools, political representatives and organizations) to identifying a range of possible story ideas. This approach will build broad commitment and cooperation for a strong, grassroots media program. Possible story ideas may include, but are not limited to: Santa Barbara natural beauty and clean water pride, the *Creeks* business story and anniversary milestones, tourists’ role in Santa Barbara’s water quality, surprising contributors to poor water quality, community successes, children as creek stewards.

Implementation:

**Who:** Media outreach/social marketing consultant with event management capabilities and determine availability of City TV staff in providing production services.

**Partners:** Media outreach is most successful when developed with a broad range of community partners and stakeholders interested in and involved with the issue; this will help mobilize the necessary resources and build support on water quality issues. Potential partners might include: community and municipal organizations (like the zoo, parks department, university); businesses (chamber of commerce, restaurant organizations, gas station/mechanic professional association); environmental (educational and advocacy); school groups; tourism groups; etc.

**Tasks:** **Press conference and pitch logistics** may include, but are not limited to, extending formal or informal invitations; identifying emcee and “expert” speakers; drafting fact sheets, media alert and/or press releases; DJ and reporter “drops”; gimmick orders and

distribution; and catering, equipment and technical orders.

All press conferences should include both English- and Spanish-speaking interview candidates unless an exception is noted.

Three or four events should be conducted in year one, targeting those described first above and in conjunction with community outreach progress. The remaining events should be scheduled for year two and beyond.

Planning and preparing for calling the media is essential for success.

**Video News Release (VNR) production and distribution:** The Creeks Program has access to a low-cost VNR production facility, enabling the consultant to provide broadcast outlets with strong visuals that complement the milestone and newsworthy announcements

**Proactive media outreach:** Rather than concentrating just on the main news section of the newspapers or the headline news cycle of local broadcast news, a broader context for the impact of pollution can be developed by expanding the framing of the issue to include various ways dirty water impacts individual lives: economic problems due to increased tourism, a civic “black eye” from repeated beach closures, sickness and disease from swimming in contaminated water or eating seafood from dirty waterways, increased cost to the city in state and federal fines or mandates, importance of the local waterways for civic events, impact on local water spots events, etc.

Consultant develops media pitch strategy on how to uniquely share each story in ways that connect with the target audience(s) and executes upon client approval.

Proactive outreach is an ongoing activity that must be “refreshed” regularly to encompass new initiatives and activities including newsworthy items developed related to other areas of this plan.



Anticipated Results: Frequent, effective communication and interaction with local media and community members that is both proactive and responsive.

Increased awareness among specific groups on the impact of pollution on their life and health.

Media Outlets See Appendix E.

#### **Tactic 4: Editorial board meetings**

Editorials are important in shaping community opinion, including policy makers and business leaders, on important issues.

Audience: Editorial staff who reach the general population (editorial audiences typically lean toward people who are already educated about the issue or who are more involved in stewardship activities.

Summary: Conduct editorial board meetings with the *Santa Barbara News-Press*, the *Santa Barbara Independent* and the *Los Angeles Times*, Ventura County Bureau.

Implementation: Who: Media outreach/social marketing consultant

Partners: None

Tasks: Develop a core, diverse team of representatives—including residents, business leaders, activists, politicians, and city staff—to meet with editors and reporters to explain the context and relevance of the issue.

Schedule editorial board meeting with respective publications

Prepare “briefing packet” and supporting material and talking points for spokespeople.

Develop talking points for meeting, complemented with media “hooks” to explain relevance to their audience; include a list of “opportunities” for the paper to support the public education effort.

Pitch a “Water Spotlight” column in the *Santa Barbara News-Press*: Explore creek progress, general H2O/ocean updates, neighborhood-by-neighborhood improvements, businesses in compliance, etc.

Anticipated Results: Increasing the knowledge of editors and reporters on key issues and story opportunities (direct hooks and tangential “piggy back” opportunities to include relevant information).

General stories that explain the importance of individual and community action in stopping creek pollution.

Increased awareness among editors and reporters of the issues, range of story opportunities and the broader community context.

#### **Tactic 5: “Expert-in-the-field” database**

Rather than just speaking from a staff or city official perspective, it will be important to develop a group of experts who can speak to the important health issues related to water and address that topic as an outside “expert”—especially since health was an important theme the resonated with residents and businesses alike. Telling stories about how somebody’s life or the community is affected by water pollution is better than just telling about water pollution.

Audience: The GSSR survey found that a health-impact framing was important to all populations in the overall community, especially families with children.

Summary: Create an “expert-in-the-field” database, focusing on the health issues including a national “water” analyst/expert to broaden the scope/validate importance of issue.

Implementation: Who: Media outreach/social marketing consultant

Partners: None

Tasks: Working with local community, health, and environmental groups, develop a list of identified authorities (such as a board member of the American Academy of Pediatrics or American Society of Dermatologists, or university science experts such as members of the Science Advisory Panel) who could be available to address the health impacts of pollution from several different angles providing an important

context of the impact on the individual and the community.

Consultant develops and maintains a database of “experts” from which to draw on when proactively initiating coverage or reactively responding to issues.

Anticipated Results: Secure print and broadcast coverage that broadens the context of pollution to include the impact on individual, community and environmental health.

### **Tactic 6: Issues Response: Editorial submissions**

In addition to specific stories, OpEds (opinion editorials/guest editorials) and letters to the editor offer options to address important issues in news publications. These are generally short essay or letter style persuasive pieces from a concerned citizen or expert addressing an important or relevant topic. Editorials in local newspapers (and to some extent on local broadcast news) can have significant sway on public opinion.

Audience: General audiences, especially those who are more civic-minded, active in the community or political.

Summary: Develop and strategically distribute OpEds and letters to the editor.

Implementation: Who: Media outreach/social marketing consultant

Partners: None

Tasks: Prepare a list of potential water-related issues (El Niño, beach closures, health and water, effect of “natural” sources of pollution, individual responsibility/impact, creek and park restoration, street cleaning, etc.) and pair with ideal authors/experts/caring residents for OpEd and letters-to-the-editors submissions.

Often the PR consultant will draft the initial copy and the identified author can then tailor and submit the copy, as appropriate or desired.

Consultant provides author with editorial submission procedures and follows up with author and editorial.

Anticipated Results:

Increased positive coverage on editorial page of local papers of the issues related to creek and ocean pollution.

### C. Radio/Television/Print Media Outreach

Utilizing broadcast and print media can greatly increase the success of a social marketing campaign. This is largely because paid media outreach offers something no other outreach component can: guaranteed reach and frequency.<sup>6</sup> Another advantage is complete control over messages—for example, reporters cannot take something out of context.

Tobacco control efforts in California provide an example of a successful social marketing plan that included public outreach, grassroots community outreach and broadcast, print and outdoor media outreach. Smoking was greatly reduced statewide.

Effective paid media outreach requires specific information about actual ratings, circulation numbers and reach area. For this campaign, O’Rorke has identified a few target audiences: young Caucasian women, Caucasian women ages 30-49, the Latino community (Latinas in particular), and local businesses. Each of these audiences requires its own distinct messages and methods of reach. For example, although music radio will be an important component of outreach aimed at young women, the mix will not include news radio. Given the extent of the information to impart to each audience through paid media outreach, O’Rorke recommends a heavy mix of television and radio placements, complemented by selected print placement.

Whenever possible and as appropriate, the Creeks Program should seek free media opportunities—such as City TV staff and *Inside Santa Barbara*—in both message production and distribution. Movie theater preview slides are also a cost-effective method to reach a captive audience and space may be donated. Age- and content-appropriate movies and messages should be created and selected.

The recommended campaigns are:

1. Take Care of the Children Campaign, utilizing Spanish-language television and radio to reach 20- to 45-year-old Latinas.
2. Clean Water = Smart Business Campaign, a print campaign targeting business owners.
3. Mother Campaign, utilizing cable television and newspaper advertisements to target 30- to 49-year-old Caucasian women.
4. Smart Water Campaign—utilizing television, radio and print—to reach 18- to 29-year-old Caucasian women.

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<sup>6</sup> “Reach” is the total number of people, in hundreds, exposed to the message one or more times. “Frequency” refers to the number of times a given member of the target audience is exposed to the message.

Details of each of these campaigns are provided below. Discussion about the proposed media and the benefits of each can be found in Appendix D.

O’Rorke also recommends beginning with a strong burst of frequency, followed by maintenance over the long term; research shows that behavior change generated by advertising often regresses when ad frequency is curtailed. For example, the state found that when tobacco control efforts—particularly paid media outreach—were curtailed, smoking rates rose. Embarking on paid media means committing to a long-term approach.

Placement of radio, television and print ads requires an up-front investment for creative production, but good advertising consultants can help control costs over the life of a campaign. This requires carefully planning ahead and developing creative—such as footage or photos—that may be edited or otherwise adapted throughout the course of the campaign, rather than having to begin from scratch each time a new ad needs to be rolled out.

### **Tactic 1: “Take Care of the Children” Campaign**

O’Rorke’s research shows that children are of the utmost importance in Santa Barbara’s Latino community. By linking clean water issues with children’s health, we will captivate and motivate this important audience.

Target Audience: 20- to 45-year-old Latinas

Summary: Spanish-language television and radio campaign with a focus on water quality and children’s health.

Implementation: Who: Social marketing consultant and determine availability of City TV staff in providing production services.

Partners: Determine interest of the County and other South Coast cities in participating.

Tasks: Produce 30-second television commercials and radio advertisements. Television ads will air during targeted Spanish-language programming, such as novellas and feature movies. Television ads will feature visuals of children and show behaviors that will help protect children (and local waters).

The campaign may create its own event by working with radio stations to have their van crews make appearances at key locations. Van hits allow direct interaction with the target audience in a lighthearted way, offering an

opportunity to give away items that impart the campaign's messages, and they have the added bonus of live call-ins to the disc jockeys at the station. People listening to the radio also will hear about the campaign and event, even without being on site. For Latinas, a van hit at a playground or park in a Latino neighborhood would attract attention. Other opportunities might be family-focused events or a Latino festival (such as Cinco de Mayo).

Solicit advice from community leaders, specifically Latinas, as advertising creative is developed to ensure creative is not only linguistically, but culturally, appropriate.

Anticipated Results: Latinas will make appropriate behavior changes as a way to protect their children; protecting local waters is secondary to this audience, but we will still get the same desired behavior changes.

## **Tactic 2: Clean Water = Smart Business Campaign**

Businesses are often viewed with disdain by the community as being the “real” creators of pollution. Offer local businesses a chance to voluntarily change that image and set an example for residents by taking ownership of and changing potentially polluting behaviors.

Target Audience: Small business owners  
Large construction

Summary: Print campaign focusing on benefits and voluntary nature of business participation in program. Campaign would have the benefit of dual reach: alerting residents to the positive, voluntary actions businesses are taking, since residents often want to blame businesses for all pollution problems; and, second, alerting other non-participating businesses to what the competitors are doing—and receiving free advertising for—in the community.

Implementation: Who: Social marketing consultant and determine availability of City TV staff in providing production services.  
Partners: Determine interest of the County and other South Coast cities in participating.  
Tasks: Create a campaign that recognizes and thanks local businesses for their participation in voluntary clean water

efforts. A second tier of advertising could be reserved for those businesses that go above and beyond the recommended voluntary actions (such as those receiving Clean Water identification). To create a greater incentive for businesses to get involved, the print ads should be ½-page to full-page in size for maximum impact and visibility and should run with some frequency during the campaign (as opposed to being a one-time incentive).

Promotions can also serve to recognize local businesses that are part of the voluntary Smart Business Campaign; this could also be reserved for exemplary business stewardship. Participating businesses could donate items as giveaways at events or be recognized in signage.

Anticipated Results: Businesses will opt to participate in a voluntary program as a way to avoid more regulation.

New businesses will eventually opt to participate, as a result of the advertising exposure competitors receive.

### **Tactic 3: Mother Campaign**

Mothers are often the decision-makers in a family, handling household and health issues. For this reason, mothers are more in tune with messages about pesticides, health, and safety. Because mothers are so invested in a family's home life and in their community, they can be counted on to notice things such as who hoses their front lawn or washes their car on a paved driveway or street. Because mothers also interact a great deal in their community (through school activities for children and by frequenting local shops, parks, other congregating areas, etc.), they can also carry a message about what is or isn't socially acceptable when it comes to behaviors that affect local waterways.

Audience: 30- to 49-year-old Caucasian women

Summary: Television and print campaign focusing on women's role as caretakers and decision-makers for the whole family. Ads should focus on and model specific behavior changes in and around the home for the target audience to emulate. (Example: Could be spraying pesticides in the garden, hosing sidewalks or driveways, etc.)

Implementation: Who: Social marketing consultant determine availability of City



TV staff in providing production services.

Partners: Determine interest of the County and other South Coast cities in participating.

Tasks: Produce 30-second television spots to be aired on cable stations that reach this demographic, such as Nickelodeon, Lifetime, A&E, Oxygen, etc. Also create print advertisements for placement in targeted sections of the newspaper read by women, such as Food, and Home & Garden, as well as the *Santa Barbara Independent*.

Explore cooperative promotions with media outlets and their other advertisers, such as donated space or coupons for environment-friendly products. Another option is van hits at local supermarkets at peak shopping times.

Anticipated Results: Mothers will begin to adopt behavior changes around the home and educate their families. Mothers will also be very likely to carry messages to their wider social circle in the community about what is acceptable and what isn't in terms of protecting the health and vitality of local waters.

Over time, mothers will set the social standard for behavior (as it is related to water pollution) in Santa Barbara.

#### **Tactic 4: "Smart Water" Campaign**

Young women tend to be fact-oriented and can be moved by research as well as appealing images, such as being a leader and trend-setter.

Target Audience: 18- to 29-year-old Caucasian women

Summary: Television, radio and print campaign that focuses on informed decision-making and young women's roles as future community leaders

Implementation:

Who: Social marketing consultant determine availability of City TV staff in providing production services.

Partners: Determine interest of the County and other South Coast cities in participating.

Tasks: Produce 30-second spots to air on television and radio stations that reach the college student and young worker demographic. Place print ads in the *Independent*.

Work with television and radio stations to plan promotional or event tie-ins for higher impact. These could include van appearances or other on-air personality involvement, or perhaps tie-ins to on-air contests and quizzes.

Anticipated Results: Young women will be more aware of the causes and effects of water pollution and will modify their behavior and encourage others around them to make behavior modifications as well.

## D. Material Development

All the strategies in the world will be ineffective without easy-to-use, accessible, culturally appropriate materials. These can range from brochures about complicated topics to event displays that break topics down into easily digested pieces. To this end, O’Rorke recommends the following tactics that describe print collateral development and event displays.

### Tactic 1: Print Collateral Development

Project Clean Water guides developed to date have provided Santa Barbara county residents with useful step-by-step information and helpful hints to join the effort to clean up the county’s creeks and beaches. As the city of Santa Barbara rolls out its public education plan, it should revise the guides as discussed below.

Target Audience: Variable

Summary: Revise existing materials and develop new ones to be consistent with public education activities and media promotions. Materials should serve multiple programs, ranging from public relations to community outreach. Materials for outreach to Spanish speakers must be culturally and linguistically appropriate.

Implementation: Who: City Creeks Program Staff and contract graphic designer(s)

Partners: Determine County interest in participation  
Two to three reviewers from different segments of the community (Latino, business sectors, etc.)

Tasks: Review materials for necessary content changes (ensure material is educationally appropriate, edit to use layman’s terms, provide helpful alternatives before the “don’ts”, etc.)

Review materials for necessary graphic and presentation changes (significantly reduce the amount of text, add graphics, alter the size and shape of the material to be more consumer-friendly and a little less “bulletin” in nature, etc.)

Contract with graphic designers for layout and production services.

Have all materials reviewed by appropriate representatives of the community at several points in the process, and coordinate as necessary with media representatives on promotional material.

Anticipated Results: Messages will be conveyed in an appropriate manner for each audience.

## **Tactic 2: Event Displays**

Community events—especially those with a food, neighborhood, or Santa Barbara heritage theme—are ideal places to reach residents who care about any of these themes. Once again, taking the message to where people are makes them more likely to pay attention.

Target Audience: Women

Summary: Develop two standard Community Event displays (one English, one bilingual) to take to street fairs, farmers' markets, and other community events.

Implementation: Who: Creeks Program staff with graphic designer(s) for display production; implementation by city staff or outreach contractors

Partners: Local event sponsors (chambers of commerce, zoo, etc.)

Tasks: Partner with ongoing event planners to ensure unstaffed display can be made available at all regularly scheduled events (like the Farmer's Market) and with special event planners to incorporate city water program as sponsor and include event display and city representative as speaker/booth staff.

Anticipated Results: Women will be more aware of causes and prevention of water pollution and will influence behavior change in their own families.

## VIII. EVALUATION METHODOLOGY

Most of the goals and objectives are based on the assumption that the GSSR survey results helped establish a baseline and that residents are well informed, concerned and are ready to learn more about the specific steps they can take to reduce pollution. Most of the recommended methods also reflect a desire to base evaluation on actual changes over time—that is, outcomes, as opposed to outputs. The percentage increases are dependent on the integrated approach to education and outreach and that, at a minimum, the priority plan elements are implemented over the two-year period.

One caveat is that because there are so many educational activities taking place in Santa Barbara, it will be impossible to attribute all attitudinal and behavioral changes to this specific public education program. Evaluation should include development of an index to gauge exposure to campaign messages (message recall, etc.) and cross-tabulation of index scores with responses to questions outlined below. Ideally, there will be a high correlation between high exposure and desired outcomes.

A follow-up survey should ideally take place two years after initial implementation of the public education plan.

In addition, the survey should be stratified to ensure a statistically significant sample of Spanish speakers is included, in order to effectively evaluate Spanish-language programs.

Goal/Objective	Evaluation Method
<b>Goal 1: Raise public awareness of stormwater pollution causes.</b>	
▪ Raise percentage of residents who say that runoff from washing cars is a serious problem from 32% to 42%.	▪ Survey
▪ Raise percentage of residents who say that dog waste is a serious problem from 44% to 54%.	▪ Survey
▪ Raise percentage of residents who say that pesticides are a serious problem from 75% to 85%.	▪ Survey
▪ Increase percentage of elementary school students who can correctly identify two or more sources of water pollution by 20% over established baselines.	▪ Pre- and post-education questionnaires

Goal/Objective	Evaluation Method
<b>Goal 2: Increase understanding of role of storm drains.</b>	
<ul style="list-style-type: none"> <li>▪ Increase percentage of residents who correctly answer questions about stormwater treatment, stormwater and sewer pipes, and filtering of stormwater for trash to 50%.</li> <li>▪ Increase percentage of elementary school students who can correctly describe storm drain operations by 20% over established baselines.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey</li> <li>▪ Pre- and post-education questionnaires</li> </ul>
<b>Goal 3: Increase the percentage of those who express willingness to change behavior to reduce pollution.</b>	
<ul style="list-style-type: none"> <li>▪ Increase percentage of those who say they are aware of what they personally can do to prevent storm drain pollution from 52% to 67%.</li> <li>▪ Increase percentage of those who express a willingness to make significant lifestyle changes to reduce pollution from 54% to 64%.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey</li> <li>▪ Survey</li> </ul>
<b>Goal 4: Increase the percentage of those who actually make a permanent change in behavior to reduce pollution.</b>	
<ul style="list-style-type: none"> <li>▪ Increase percentage of those who say they have made a significant lifestyle change in the last year to reduce pollution. (no baseline)</li> <li>▪ Increase number if businesses that adopt operational changes to reduce water pollution.</li> <li>▪ Increase total number of businesses using best practices management to reduce water pollution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey</li> <li>▪ Program tracking (part of individual business outreach program)</li> <li>▪ Number of businesses certified as clean water businesses</li> </ul>

Goal/Objective	Evaluation Method
<b>Goal 5: Maintain community support for water quality improvement and creek restoration efforts.</b>	
<ul style="list-style-type: none"> <li>▪ Increase/maintain community support for the Creeks Program.</li> <li>▪ Increase the percentage of the population who express an understanding of the value of creek restoration projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey</li> <li>▪ Monitoring and tracking number of placements</li> </ul>

## APPENDIX A: SUMMARY OF PUBLIC AWARENESS SURVEY FINDINGS

Both the Goodwin Simon Strategic Research (GSSR) survey and O’Rorke focused discussion group results show that different demographics groups of residents and businesses have varying levels of information or concern about the causes and consequences of storm water pollution. The following tables summarize GSSR’s categories (identified in their report) of those most and least informed and concerned on specific issues. (For more complete explanation, see the complete GSSR report prepared for the city.)

### Those Most Informed and Concerned

The following table summarizes groups that were measured “high” on this listed issue:

Issue	Demographics
Interested in learning more	<ul style="list-style-type: none"><li>• Beach and creek visitors</li><li>• Women, especially:<ul style="list-style-type: none"><li>○ Under 35</li><li>○ College-educated</li></ul></li></ul>
Willing to make lifestyle changes	<ul style="list-style-type: none"><li>• Those most informed on storm drains</li><li>• People who like to garden</li><li>• Residents who own businesses</li><li>• Women, especially college-educated</li></ul>
Informed on the issue	<ul style="list-style-type: none"><li>• Gardeners &amp; home repair</li></ul>
Concerned	<ul style="list-style-type: none"><li>• Women</li></ul>
Interest in issue	<ul style="list-style-type: none"><li>• Creek and beach-goers</li></ul>
Informed on how storm drains work	<ul style="list-style-type: none"><li>• Whites</li><li>• Men</li><li>• Residents over 55</li><li>• The more affluent</li><li>• The better-educated<ul style="list-style-type: none"><li>○ (especially college-educated men)</li></ul></li></ul>



## Those Least Informed and Concerned

GSSR measured specific groups on a number of topics. The following table summarizes groups that were measured “high” on this listed issue:

Issue	Demographics
Informed on issues Concerned	<ul style="list-style-type: none"><li>• Latinos</li></ul>
Willing to make lifestyle changes	<ul style="list-style-type: none"><li>• Seniors</li><li>• Men</li><li>• Latinos</li></ul>
Informed on what to do to prevent pollution from going down drains	<ul style="list-style-type: none"><li>• Those least informed on how storm drains work</li><li>• Women and especially Latinas</li><li>• Seniors.</li></ul>
Informed on how storm drains work	<ul style="list-style-type: none"><li>• Latinos</li><li>• Those under 35</li><li>• Those with lower education and income levels</li><li>• Renters</li></ul>

## GSSR Recommendations for Message Development

In their survey analysis, GSSR findings suggest several recommendations to inform the development of outreach messages:

- In general, messages should move beyond basic education and information, though there is still a need to reinforce information on the connection of storm water, drains, creeks and oceans, and some groups still need “Storm Drain Pollution 101.”
- Nearly 60% of residents have “seen or heard” something in the last year about ways to prevent pollution.
- A focus on “health”—both that of the environment and of other “people and other living things”—increases not only concern but also motivation to take action.
- There are two different levels of concern for “artificial” (pesticides, oil, paint, etc.) and “natural” (leaves, grass clippings, driveway dirt, animal feces) pollutants, even though natural sources are thought to be a bigger problem by the city.
- Forty-three percent (43%) of residents responded that they don’t know what to do to change their behavior to reduce pollution; those who knew what to do identified using less toxic substances and recycling motor oil as the two most significant changes they could make.

GSSR Recommendations for Message Development continued...

- Residents will need to be educated on the effect on water systems of common residential activities such as washing cars and hosing driveways.
- Two statements measured as “most persuasive”:
  - *“Keeping pollution out of storm drains will help preserve the ocean environment and protect fish, dolphins, and other marine life.”*
  - *“Keeping pollution out of storm drains will help protect the health of children and adults who play in creeks or swim in the ocean, and prevent disease.”*

In general, barriers to changing behavior can be addressed by explaining the role and design of storm drains, the effect of key pollutants (especially the “natural” ones), and specific recommendations for individuals to decrease their impact on the water systems.

The finding that residents are very willing to recycle used car oil suggests that developing an oil recycle program that is heavily promoted could be effective in decreasing this problem although very few residents actually change their own oil at home. Alternatively, residents need to be told how and why dirt and clippings from around their home are considered storm drain pollutants.

<b>APPENDIX B: SUMMARY OF FOCUSED DISCUSSIONS WITH COMMUNITY</b>
--

O’Rorke would like to thank the following individuals for giving their time for interviews and small-group discussions:

Creeks Advisory Committee/City Staff:

- Sheri Benninghoven
- Sharyn Main
- Eric Kelley
- Jill Zachary

Creeks Advisory Committee

Community Environmental Council:

- Karen Feeney
- Amy Findlay
- Sigrid Wright

Mayor Marty Blum

Rogger Vivar, Nuestra Ciudad

Salud Carbajal, Asst. to 1<sup>st</sup> District County Supervisor

Roger Horton, City Council

Pastor Richard Ramos

Iya Falcone, City Council

City and County Staff Members:

- Alison Jordan
- Steve Mack
- Harry Slikker
- Rob Almy
- Darcy Aston
- George Johnson
- Jeni Eddington

<b>APPENDIX B: SUMMARY OF FOCUSED DISCUSSIONS WITH COMMUNITY CONTINUED...</b>
---

Environmental—Education-oriented:

- Kirsten Friar, Zoo Education Curator
- Heather Johnson, Zoo Assistant Education Curator
- Darlene Chirman, SB Audubon (and other groups)
- Karen Brooker, Growing Solutions
- Stephanie Langsdorf, Growing Solutions

Environmental—Advocacy-oriented

- Drew Bohan, ChannelKeeper
- Craig Fusaro
- Tom Phillips, Surfrider
- Shauna Bingham, Channel Islands National Marine Sanctuary

Daniel Monarres, McDonald’s Supervisor

Alyssa Hummer, Women’s Political Committee

City Department Heads:

- Tony Nisich, Public Works Director
- Richard C. Johns, Parks and Recreation Director
- Marcelo Lopez, Assistant to the City Administrator
- Jim Armstrong, City Administrator

Manager, Rusty’s Pizza at The Lighthouse

Hotel and Lodging/Tourism:

- Daniel Hochman, El Prado Inn
- Tom Patton, Santa Barbara Ramada (President, Greater Santa Barbara Lodging Association)
- Jeanette Webber, Pepper Tree Inn
- John Indrieri, Biltmore
- Tim Bridwell, Doubletree

Gil & Marty Garcia

Antonio Velasquez and Ricardo Venegas, Parks and Recreation Community Services

<b>APPENDIX B: SUMMARY OF FOCUSED DISCUSSIONS WITH COMMUNITY CONTINUED...</b>
---

Santa Barbara Youth Council Members:

- Ashley Sanchez
- Melinda Radsliff
- Yacil Garcia
- James Pinney
- Jonathan Stokes
- Autry Liggett
- Chris Westerfield

Business Organizations:

- Eric Kelley, President, Downtown Organization (Book Den)
- Marshall Rose, Executive Director, Downtown Organization
- Steve Cushman, Executive Director, SB Regional Chamber of Commerce
- Alex Rodriguez, Hispanic Chamber of Commerce
- Eloy Ortega, Hispanic Business Council
- Traci Taitt, General Manager, Paseo Nuevo/La Cumbre (commercial retail malls)

Youth Organizations:

- Tayde Wilbur, La Casa de la Raza, Program Director
- Susan Young, City Parks and Recreation Teen Programs
- Cliff Lambert, City Parks and Recreation Youth Activities
- Mike Marzolla, UC Coop Extension
- Margie Trejo, Santa Barbara Housing Authority
- Karena Jew, Pro-Youth Coalition

Councilmember Babatunde Folayemi

Steve Briones, Service Manager, Graham Chevrolet

Fred Powell, Powell Garage/ASC

Carola Nicholson

Teen participants in La Casa de la Raza After-school Program

Tony Romasanta

Karen Cooksey, Santa Barbara Unified School District

## 1. Business Community

To broaden our perspective on how public education efforts could reach businesses and address GSSR's caution about business survey data, O'Rourke met with a wide range of business representatives: hotel, downtown merchants, auto repair shops, construction managers, and restaurants, as well as top managers at local business organizations. The messages we heard from them were fairly consistent.

### *a. Need for Credibility*

A first hurdle is that businesses currently harbor some distrust of the city because they perceive a lack of action in the Creeks Program. In their view, Measure B has generated millions of dollars, most of which is still sitting unused. To business owners used to environments where the "bottom line" often requires swift business decisions and action, the city's slower approach seems bureaucratic to the private sector.

Although the Creek Restoration and Water Quality Improvement Program has actually undertaken some major projects, businesses either don't see them (because they are taking place in locations like Bohnett Park) or don't hear about them (because they either don't generate a lot of media attention or they are competing against a lot of other stories in a busy news context).

There is a sense among business representatives that Measure B engendered a great deal of goodwill on the part of all involved, and many feel that goodwill is drifting away. This sense is not helped by coverage in the *Santa Barbara News-Press* that focuses primarily on perceived problems and less on the good work being done, sometimes because of a lack of information on the paper's part.

The program needs to build credibility with business owners, especially business leaders, before asking for their participation. The best way to build credibility is to demonstrate with few words and a lot of visuals how effective the program has been. And although the goal of the program is to restore creeks and prevent pollution, which ultimately means lower levels of bacteria and other pollutants, the business community is more concerned with aesthetics. If it looks clean, then they will view the program as more successful.

The only exception to this is if the program can demonstrate that water pollution has a direct effect on businesses bottom line. This will be difficult because the negative impact—reduced tourism—would probably only be evident after a number of years.

### *b. Voluntary, Incentive-Based Program*

Most of the people interviewed agreed that voluntary participation in a clean-water program would engender more results than a strictly regulatory approach—while businesses might do whatever they had to in order to comply with regulations, they are more likely to go farther without the burden of regulatory compliance.

Many interviewees endorsed a program of incentives in which businesses clearly benefit from participation, such as a program that attracts more customers to their businesses. This would apply only to those who rely on residents for business and would be less applicable to businesses such as hotels or restaurants that cater primarily to tourists.

If the public education plan were to include an incentive program (such as “clean water business” identification), the criteria for participating and earning incentives would have to be real and meaningful. For example, guidelines for restaurants would have to be published, objective, and enforced—all restaurants would have to receive an opportunity to participate.

Peer pressure could be incorporated into a voluntary and incentive-based program with model businesses acting as leaders and helping communicate with competitors.

### *c. Potential for Regulation*

However, some industries, such as restaurants and auto repair shops, lend themselves to a regulatory approach more than others. A number of interviewees felt that offering a “carrot” while making it clear that a “stick,” was still possible would present the best chance for success with these businesses—that is, launching a voluntary compliance program with incremental, measurable goals while holding out regulation as a viable possibility would likely garner more cooperation.

An added benefit, from the perspective of businesses, is that whatever they do to participate can then be billed as “community service” or “philanthropic” contributions.

## **2. Youth/Education**

There are several target age brackets among youth and young adult audiences: young adults (18-25), teens (13-17), adolescents (11-12), and elementary students (5-10).

O’Rorke held two discussions with teens: one with members of the teen advisory council to the Parks and Recreation Department and another with Latino participants in an after-school program. The feedback received in the two groups was very different.

### *a. Varying Degrees of Interest*

Among the advisory council members, both boys and girls were equally interested in the issue of water quality and easily grasped why the issue is an important one for the city. Among Latino teens, girls were definitely more concerned than boys. The degree of concern among both groups was somewhat dependent on the extent to which participants used the creeks or beaches, and Latino boys are significantly less likely to frequent these areas for recreational purposes. Further,

the advisory council members are definitely not typical teens—these individuals are already committed to the idea of community service; others may not be so open to the program’s messages.

Historically, younger children have generally been more open to learning about public health issues, and interviewees almost unanimously endorsed reaching elementary-aged children as a way to influence their values and behavior from an early age as well as reach their parents.

#### *b. Existing Programs*

A number of programs already exist to educate younger (elementary-age) children about water quality issues. The most comprehensive is Los Marineros, a 5th-grade curriculum that is implemented by the Santa Barbara Museum of Natural History. This curriculum is in use in virtually every 5<sup>th</sup> grade classroom in Santa Barbara.

As part of Project Clean Water, the Mountains to Sea curriculum was developed with significant input from the school district and many teachers, and it is being incorporated into the 6<sup>th</sup> grade curriculum. The school district is currently surveying teachers to determine the extent to which this curriculum is being used and their assessments of it.

The Community Environmental Council (CEC) has also developed its Creek Watchers program, which involves visits to the South Coast Watershed Resource Center (SCWRC) for children in grades 4-8. CEC conducts teacher trainings and provides teachers with materials to use in the classroom in conjunction with visits to the SCWRC.

Two other programs of note have been implemented in Santa Barbara: Agua Pura, targeted at lower income Latino students, an educational program of the University of California, Santa Barbara Cooperative Extension, and “Splash to Trash,” a program developed by the Santa Barbara Housing Authority to help educate children living in its housing units.

#### *c. Incentives for Participation*

For younger children, incentives are not needed if education is incorporated into the regular school curriculum.

For older youth, Santa Barbara’s school district has a community service requirement. In order to graduate from high school, all students must complete 60 hours of community service. However, simply participating in an educational program does not qualify toward completion of the requirement—students must perform some sort of service, such as being part of a creek restoration or beach clean-up project. To the extent that the public education program targets this group, staff should carefully measure outcomes to ensure that dollars expended here are being used effectively.

#### *d. Methods of Reach*



The most obvious and systematic way to reach young children is through the schools, and the school district is very happy with the Mountains to Sea curriculum since it was developed with significant input from teachers and meets the state science standards for the sixth grade—a requirement for any new curriculum.

### 3. Latino Residents

Santa Barbara is home to a large, diverse Latino population which raises a number of issues specific to any public education effort. Based on findings from the focused discussions, the Latino community in Santa Barbara is made up of several different groups including a variety of language abilities from monolingual Spanish, to bilingual, to monolingual English, and those who see themselves as bicultural.

From the perspective of non-Latinos, the Latino community has not historically been environmentally oriented. However, many within the community argue that Mexican immigrants care much more about their surroundings than perhaps native Americans, and point to small gardens and careful maintenance of yards as examples. Many older Latinos regularly sweep the street and sidewalks in front of their homes, and city staff has seen evidence of garden planting along the banks of the city's creeks.

There is also a much greater appreciation among many Latinos for the quality of the environment in Santa Barbara, if only because it is so obvious an improvement over their origins. At the same time, the program cannot assume that Latinos will understand the controversies and issues, and outreach should focus on desired results—changes in behavior, rather than broader understanding of water issues.

Some participants raised concerns about the perception that the Latino community is less concerned about the environment of Santa Barbara when in fact the issue is much more complex than this. These stereotypes and perceptions must be considered and addressed in order to develop key messages and strategies that will foster effective out reach to all residents of Santa Barbara including members of the Latino community. It is clear in considering both the focused-discussions and the GSSR survey data that specific messages and methods of outreach will be important in developing a public awareness and education program that effectively reaches the Latino community.

#### *a. Motivating Factors*

There was a strong consensus among representatives from the Latino community that Latinos care much more about the health of their children and grandchildren than aesthetic or strictly environmental issues. In fact, interviewees identified family, education and culture as the top values and priorities of Latino residents. Outreach efforts, programs and messages need to tap into existing values rather than attempt to establish new ones and should be related to the family and incorporate a human element.

Focusing on the politics of cleaner water as a primary message would not be the most appropriate framing for outreach to this community.

*b. Appropriate Outreach*

O’Rorke received overwhelming feedback that previous public education efforts have been culturally inappropriate—it is not enough to simply translate materials that have developed for English speakers or non-Latinos. Outreach should be appropriate—culturally, linguistically, contextually, etc.—and ideally involve members of the Latino community in further developing strategies and crafting messages.

*c. Take Education to Them*

Two key messages were repeated by members of the focused discussion: First, general strategies will not work for the broader Latino population if they do not consider socioeconomic status and the challenges in everyday life, from housing to job security to adequate food and medical care. Second, for outreach to be successful, it must go directly to where Latinos are: home, neighborhood and community centers, churches, ESL and citizenship classes, the Department of Motor Vehicles, public and affordable housing complexes, and public and private services that are used on a regular basis (transit, gas stations, beauty salons, laundromats, etc.).

Outreach for this population would ideally take advantage of some of the city’s many cultural and neighborhood events such as street fairs and block parties, and programs should include food, drink, music, and other upbeat activities.

At the same time, outreach should not be frivolous, and should provide realistic solutions for people. For example, making it easier for used motor oil to be picked up will be much more successful than a campaign advertising drop-off sites. Classic social marketing techniques must include messages that focus on individual benefit.

*d. Media Methods*

Neighborhood-based outreach can be supplemented with (not replaced by) advertising. Representatives from the Latino community were fairly consistent in recommending advertising on Telemundo and Univision television during primetime, noon and Saturday nights. To reach Latinas, advertising during the novellas (soap operas) would be effective. Some targeted advertising via cable television may also be effective.

Although its popularity has declined in recent years, radio might also be an effective medium especially on specific stations like Radio Bronco and KSPE (specifically La Musical which is reported to be popular with families) on weekday mornings. Whenever possible, the program should take advantage of any “extra” promotional opportunities that media outlets offer in conjunction with advertising buys.

#### *e. Message Delivery*

Once again, visuals are a good way to reach this audience. Dense advertising copy will be less effective than a simple explanatory message with visual, attention-grabbing impact. (This also ensures that messages are more likely to be understood by audiences with lower reading skills.)

Advertising (and other outreach) should focus on one issue or behavior at a time; it will be less effective to take a broad “clean water is important” message to this audience. Phases focusing on specific actions—not dumping trash in creeks, picking up after dogs, etc.—will be more successful, as will focusing on specific sub-target groups, such as gardeners.

The right deliverer of the message—whether it is advertising or neighborhood-based outreach—is much more important than the raw data. Education should take advantage of local celebrities and/or community leaders.

#### **4. Environmental Perspective**

Many people are actively involved in environmental education and advocacy in Santa Barbara, and the dedication they exhibit is striking. For many, involvement in environmentalism and water-quality preservation is a way of life: It is a career as well as an avocation and permeates all of their activities around the clock.

##### *a. Redundancy and Sharing of Resources*

However, many groups seem wedded to their own programs without regard to the overall effect on the audience: confusion. In a marketplace where there are a lot of other issues competing for attention, individuals are bombarded with too many messages from too many messengers. This is particularly true in the area of school education programs.

Advocacy groups tend to be more interested in partnering without an exchange of funds, while education-oriented groups are definitely concerned about retaining or expanding funding for existing programs.

However, once these issues were addressed, groups tended to agree they all could play a harmonious role. They agreed that redundancy of effort would be counter-productive to the whole program, and expressed interest in being at the table when decisions were being made.

##### *b. Focus on Specific Groups*

There is also a tendency to distribute blame on specific groups or community habits for the problem when there is no definitive answer as to which group is responsible for what percentage of water pollution. Education-oriented environmentalists are very focused on stewardship,

despite the fact that individuals can make smaller lifestyle changes and in the aggregate make a large impact.

Environmentalists expressed a desire for policies and enforcement on clean water as well as better monitoring and evaluation mechanisms. There was universal support for youth outreach.

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## APPENDIX C: CREEK RESTORATION/WATER QUALITY IMPROVEMENT GOALS

In a series of facilitated strategic planning sessions, the Creeks Advisory Committee identified goals for the following program areas:

| Program Area                          | Goals                                                                                                                                                                                                                                                                                                      |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Source Reduction/Pollution Prevention | <ul style="list-style-type: none"> <li>Reduce and/or eliminate pollutants discharged to aquatic bodies</li> </ul>                                                                                                                                                                                          |
| Creek Restoration                     | <ul style="list-style-type: none"> <li>Increase creek system and ocean quality</li> <li>Return creeks to their natural state</li> <li>Improve and restore natural habitat</li> <li>Increase biodiversity</li> <li>Lower water temperatures</li> <li>Improve and manage public access</li> </ul>            |
| Community Stewardship                 | <ul style="list-style-type: none"> <li>Build an ongoing community process</li> <li>Build community capacity to care for the watershed</li> <li>Change behavior and eliminate “bad practices”</li> <li>Increase awareness of the value of watershed quality</li> </ul>                                      |
| Partnerships and Alliances            | <ul style="list-style-type: none"> <li>Develop strong working relationships with agencies and organizations in the region</li> <li>Participate in related collaborative planning efforts on a regional level</li> <li>Provide leadership on issues regarding water quality or creek restoration</li> </ul> |
| Resource Development                  | <ul style="list-style-type: none"> <li>Build financial sustainability and stability for programs</li> <li>Leverage existing resources and investments</li> <li>Update and maintain funding source database</li> </ul>                                                                                      |
| Public Education                      | <ul style="list-style-type: none"> <li>Develop education materials, process, and activities to support all program areas</li> <li>Maintain public support for the creek restoration and water quality program</li> </ul>                                                                                   |

Under each program area, the committee identified objectives, or measurable targets, with which to gauge success. A seventh program area, subcommittees, contained a number of objectives specific to administration of the program.

## **APPENDIX D: BENEFITS OF PROPOSED MEDIA**

Following is a more detailed discussion of the benefits of the media O’Rorke is recommending for this campaign.

### **Cable and Broadcast Television:**

Broadcast television (including major networks like ABC, CBS, NBC, Fox and their affiliates) offers the broadest reach: nationwide, 99% of homes have televisions; about 74% of those homes also subscribe to paid cable services. Cable television, in particular, will allow focused programming choices to reach key demographics for maximum effectiveness (via cable’s broad array of niche networks such as MTV, VH-1, A&E, Lifetime, Comedy Central, etc.). This kind of targeting can be accomplished via media research.

Television enables messengers to show a given target audience how they can make simple, appropriate behavior changes. Television also is measured daily for effectiveness through Nielsen ratings.

Television has played a critical role in California’s tobacco control efforts, targeting audience segments with appropriate messages in appropriate programming and broadcasting broader-based messages during more general audience shows. This has effectively helped to brand the state’s campaign and reduce smoking.

### **Radio:**

Radio allows for a longer message (typically 60-second ads, as opposed to the usual 15-second or 30-second ads on television) and—like cable networks—often have very specific audiences: Dad likes news radio, Mom likes easy listening, and the kids prefer very youth-oriented music stations. Radio is a natural way to reach commuters who tune in for traffic and weather news during key drive times.

Radio is an excellent media to use for achieving a high frequency in a campaign. Although a niche radio station may not offer incredibly high reach, you can be guaranteed to reach the same basic group of loyal listeners with your message a few times (depending on budget). Using a combination of broadcast and cable television and radio over time creates a campaign with optimum combined reach and frequency levels—exactly what is needed to achieve behavior change.

Radio also creates a situation in which the advertiser can create a world for the audience to imagine—particularly important when talking about Santa Barbara’s natural beauty or the unpleasantness of beach closures. With more people spending more time in their cars, radio clearly has its place in social marketing. Another benefit of radio is the potential for community-level outreach via event marketing, promotions, and onsite van crew appearances.

**Print:**

Print advertising in daily newspapers or well-regarded community papers is an effective route to reach informed people who are more likely to be swayed by facts and information related to the health and vibrancy of their community. Daily newspaper advertising is also an excellent way to reach the business community and politicians; plus, large-scale print ads offer an opportunity to present a large visual (one that can tie-in to a TV campaign) or room for lengthy messages.

# # # # #

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|--------------------------------------------------------------|
| <b>APPENDIX E: SANTA BARBARA MEDIA LIST – PRINT/TV/RADIO</b> |
|--------------------------------------------------------------|

|              |
|--------------|
| <b>Print</b> |
|--------------|

**Newspapers/Newsletters**

***Santa Barbara News-Press***

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P: 805.965.5999  
F: 805.965.7627  
[Editorsb@sbmag.com](mailto:Editorsb@sbmag.com)

Editor, Holly Palance  
[Hpalance@sbmag.com](mailto:Hpalance@sbmag.com)

***Montecito Magazine***

<http://www.montecitomag.com/>

***SBLIFE***

(The Santa Barbara Specialties featuring local attractions, restaurants, hotels, real estate, tourism, business, and services in Santa Barbara County.)

<http://www.sblife.com/>  
Contact: [info@sblife.com](mailto:info@sblife.com)

**National Travel Magazines/Online**

*AAA Traveler*  
*Bay City Guide*  
*Business Traveler*  
*Conde Nast Traveler*  
*Fodors.com*  
*Lonely Planet Online*  
*Martha Stewart Living*  
*Men's Journal*  
*More*  
*National Geographic Adventure*

*Passport Magazine*  
*San Francisco Guide*  
*Sunset Magazine*  
*Town & Country*  
*Travel & Leisure Family*  
*Travel + Leisure*  
*Travel Agent*  
*Travel Management Daily*  
*TravelAge West*  
*TravelAmerica*  
*Vanity Fair*  
*Variety*  
*VIA*  
*Via Magazine*  
*Westways*  
*WHERE Los Angeles*  
*WHERE Orange County*  
*WHERE San Francisco*

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| <b>TV</b> |
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**KEYT-TV, Channel 3 (ABC)**

PO Box 729  
 Santa Barbara, CA 93102  
 P: 805.882.3933  
 F: 805.882.3934

**KCOY-TV, Channel 12 (CBS)**

1211 W. McCoy Lane  
 Santa Maria, CA 93455  
 P: 805.925.1200  
 F: 805.922.9830

**KKFX-TV, Channel 11 (FOX)**

1211 W. McCoy Lane  
 Santa Maria, CA 93455  
 P: 805.925.1200  
 F: 805.922.9830

Share reporters and staff

**KSBY-TV, Channel 6 (NBC)**

1772 Calle Joaquin  
 San Luis Obispo, CA 93405  
 P: 805.597.8400  
 F: 805.541.5142

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| <b>TV</b> |
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**KTAS-TV, Channel 33 (Telemundo)**

1138 W. Church St.  
Santa Maria, CA 93458  
P: 805.928.7700  
F: 805.928.8606

**KPMR-TV, Channel 38 (Univision)**

7000 Hollister Avenue  
Goleta, CA 93117  
P: 805.685.3800  
F: 805.685.6892

**LOCALS ONLY, Carpinteria, Cable access shows promoting local music**

4125 Market Street, Suite 19  
Ventura, CA 93003  
P: 805.289.3510  
F: 805.289.1511

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| <b>Radio</b> |
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KBKO-AM, 1490 (Independent)

KEYT-AM, 1250 (AP/Associated Press)

KCSB-FM, 91.9 (Independent – University of California station)

KDB-FM, 93.7 (Independent)

KIST-AM, 1340 (FOX)

KIST-FM, 107.7 (Independent)

KJEE-FM, 92.9 (Independent)

KKSB-FM, 106.3 (Independent)

KTMS-AM, 990 (CNN)

KMGQ-FM, 97.5 (Independent)

KRUZ-FM, 103.3 (Independent)

KSMA-AM (CBS)

KSBL-FM, 101.7 (Westwood One Radio Network)

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| <b>Radio</b> |
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KSPE-FM, 94.5 (Independent)

KTME-AM (ABC)

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